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Paid Vacations and Holidays in 1947

FURTHER liberalization of vacation and holiday practices, but at a reduced rate, is indicated for 1947 in THE CONFERENCE BOARD's annual survey of this seldom static phase of company personnel policy.

To present a clear picture of developments in companies where the paid vacation has become a standard practice, each of the 254 companies that cooperated last year was asked only for the significant changes made in its vacation and holiday policy since 1946.¹

In twenty-three of the 230 companies responding, the 1947 vacation and holiday policies for wage earners depend on the outcome of union contracts either being currently negotiated or expiring in the near future. Seventeen of the twenty-three state that there had been, and would be, no changes in their policies for salaried personnel. Two companies have not yet settled on a new policy, thirteen have no wage earners, four do not grant paid vacations to wage earners, and in three companies the policy for wage earners could not be determined—leaving for purposes of analysis the vacation policies for wage earners in 185 companies and for salaried workers in 222 companies.

CHANGES IN POLICY

Forty-nine of the 185 reporting companies, or approximately 27%, made changes in their vacation policies for wage earners since last year. Continuing the same trends reported in previous studies, the most significant liberalization this year affects the long-service employee. Thirteen more companies have added provisions granting hourly paid workers a va-

¹See *Studies in Personnel Policy*, No. 75, "Vacation and Holiday Practices." The 1946 analysis included a greater number of specific practices from more companies than had appeared in previous studies. Because not all of the 1946 cooperators responded this year, data appearing in accompanying tables are not strictly comparable with data in No. 75.

cation of three weeks or more for from ten to twenty-five years of service.

The other major development noted concerns the reduction of eligibility requirements for the minimum vacation allowance. Eleven more companies have either liberalized or added provisions permitting at least a partial vacation to wage earners with less than one year of service, although over 80% of the companies covered require the wage earner to have completed a year's service before qualifying for a one-week paid vacation. As indicated in Table 2, wage earners in one out of every three companies are eligible for a paid vacation allowance during the first year of employment. Other important developments concern changes in the length of the vacation season, new bases for computing vacation pay, the plant shutdown type of vacation, liberalization of policy on holidays falling in the vacation period, and extension of the vacation privilege to employees leaving the company prior to taking the vacation for which they are otherwise qualified.

Forty-six of the 222 companies, or approximately 21%, report changes affecting their vacation policies for salaried personnel. Again, the most significant development is the extra vacation granted for long service, with fourteen more companies adding this type of provision. Other major policy changes, not all liberalizations, concern eligibility requirements for both the minimum and maximum vacation allowance, shutdown vacations, effect of sick leave on vacation credit and provisions for part-time workers and executives.

Vacation plans generally fall into two patterns. In the uniform type, once an employee qualifies for a paid vacation allowance, his annual paid vacation remains the same as long as he remains in the com-

pany's employ. As compared with previous surveys, fewer companies have this type of plan for either wage earners or salaried workers. The widespread adoption of the War Labor Board "one-for-one, two-for-five" formula during the war is one of the reasons for the liberalization of policy for both the new and long-service employee in recent years.

Five more companies in the case of wage earners, and seven more in the case of salaried workers changed over to the second major type—the graduated vacation plan. In this plan, the length of paid vacation, once an employee meets a minimum service requirement, increases with additional service in accordance with an established schedule until the maximum vacation allowance is reached. (See tables 2, 3, 5 and 6.)

The pattern in the majority of companies reporting this year is to grant the wage earner a one-week paid vacation after one year of service, two weeks after five. A considerable number of companies also grant a prorated vacation of less than a week's duration to new employees. Another form of liberalization reported for wage earners in a few companies is that of granting one day's extra vacation for each year after the first and up to the fifth year of service, after which a full two weeks' paid vacation is granted.

Not as much variance is found in the vacation plans for salaried workers. In more than 70% of the companies one week is the minimum and two weeks the maximum paid vacation allowance granted salaried workers. A typical plan reported by a considerable number of companies allows salaried workers a one-week vacation after six months' service, two weeks after one year.

EXTENDED VACATIONS

More than 18% of the companies grant wage earners and over 24% grant salaried workers vacations of three weeks or more—a development in the paid vacation philosophy that generally appeared first among older nonmanufacturing companies employing only salaried workers. Increasingly featured in recent collective-bargaining negotiations, the one-for-one, two-for-five and three-for-fifteen pattern predominates among the companies which grant extended vacations. There is every indication that this trend will continue. Primarily introduced as a tangible expression of a company's recognition of long and faithful service, the extra vacation has also been justified as a means by which the older worker, with more time off for rest and relaxation, can extend his period of useful employment with the company.

This relatively new form of liberalization, however, has brought to some companies a significant jump in nonproductive payroll costs as well as increased problems in scheduling work with more and more key

Table 1: Paid Vacation Allowances for Wage Earners in Uniform Plans

Service Requirement	Uniform Allowance		Total No. of Companies
	One Week	Two Weeks	
6 months.....	1	..	1
1 year.....	5	4	9
Total.....	6	4	10

Note: Four companies that had uniform plans for wage earners in 1946 did not respond this year and are therefore not included in the above table. Five companies changed from uniform to graduated plans in 1947.

men absent. Some companies do not permit a full three-week vacation to be taken all at once. One company requires that the eligible employee take the third week during the winter months. Another company which has a two-week plant shutdown in the summer does not permit the third week to be taken either directly before or after the shutdown period.

ESTABLISHING ELIGIBILITY

In attempts to clarify definitions of what is meant by *continuous service, in the employ and on the payroll* in the determination of vacation benefits, a number of companies have added a minimum work requirement to the usual length of service requirement. (See Table 2.) In some cases, however, absences because of temporary layoff, sickness and accident are counted as time worked in the computation of the minimum work requirement. Last year, cooperators were asked if unexcused absences, sick leave or leaves of absence had any effect on vacation credit. More than 80% replied in the negative. Only one company replying this year indicated any change in policy: "If approved absences of salaried workers total over 10% of the available working time during the two months prior to May 1, the vacation of any eligible employee shall be reduced by the percentage of time lost in excess of this 10% figure." Four out of every five companies replying in the 1946 survey required the employee to have established full eligibility before the beginning date of the vacation period, and no fundamental changes were reported this year in this policy.

SHUTDOWN vs. STAGGERING

Approximately 20% of the companies close down the plant for a period of one or two weeks during the summer months. With more employees eligible for increasingly longer paid vacations, many companies are reconsidering the alternatives of either lengthening the usual summer vacation season or shutting down the plant completely for a mass vacation. Although one company has changed back from a shutdown schedule to a staggered vacation plan, and another has reduced the vacation season, six more companies have decided to close down the plant and four

more have adopted a twelve-month vacation season, corroborating trends reported in the 1946 study.

ON LEAVING THE COMPANY

Whether the employee who leaves a company before taking his annual vacation is entitled to vacation pay depends primarily on what interpretation the company places on its own fundamental purpose for granting paid vacations. One out of every three companies in last year's study gave vacation pay to both wage earners and salaried workers dismissed for cause; almost one half of the companies surveyed had the same policy for employees who resigned or were permanently dismissed without prejudice before taking the vacation for which they had already established eligibility.

This year, five companies reported changes in their policies on terminations of employment, four of which represent some form of liberalization. One company formerly granted a paid vacation or vacation pay when a salaried worker was discharged for cause, but has now abandoned that policy. Typical of the philosophy underlying the more liberal policies is the statement of one company: "We have not previously considered a vacation to be an absolute right of an employee in conditions other than continuous service

before and after the vacation time. We are considering seriously that a vacation is an earned right and is to be given in time or money, even in cases of discharge for cause, deaths, etc."

The policy of a large chemical company has been changed so that it now allows wage earners vacation pay for all separations except discharge for cause and failure to return to work at the expiration of a leave of absence. A third company now grants salaried employees "an amount equal to their accrued vacation time if they leave under conditions beyond their control." The last company formerly gave no vacation allowance whatsoever for terminations. It now qualifies the policy for wage earners with the statement that "employees who quit or who are discharged for cause or who have been laid off indefinitely at any time prior to payment of vacation pay shall be deemed to have forfeited all right to vacation privileges unless, prior to termination of employment, they have worked at least 1,200 hours in the year preceding June 1."

EXECUTIVES' VACATIONS

More than 95% of the companies have not set up formal vacation plans containing special provisions for executives. It appears that if extra time off is

TABLE 2: MINIMUM PAID VACATION GRANTED WAGE EARNERS IN GRADUATED PLANS

Minimum Service Requirement	Minimum Paid Vacation Allowance												Total	% of Total
	3 1/3 Hours	5 1/2 of 1 Day	1 Day	1 1/4 of 1 Week	2 Days	1 1/2 of 1 Week	22 1/2 Hours	3 Days	5 Days	6 Days	1 Week	2 Weeks		
Hired during:														
8/31/46-12/31/46...	1	...	1	.6
1/2/47- 3/31/47...	1	...	1	.6
Months:														
1.....	2	1	6	9	5.1
2.....	2	2	1.1
3.....	1	1	...	2	1.1
4.....	4	1	...	5	2.9
5.....	1	...	1	.6
6.....	7	1	10	12 ^a	...	30	17.1
7.....	2	2	...	4	2.3
9.....	1	...	1	.6
10.....	1	...	1	.6
Weeks:														
20.....	1	1	.6
Years:														
Less than 1 year														
500 hours.....	1	...	1	.6
800 hours.....	1	1	.6
1 year.....	4	...	96	4	104	59.4
1 year with:														
600 hours.....	1	1	.6
900 hours.....	1	...	1	.6
1,000 hours.....	1	1	.6
1,200 hours.....	2	...	2	1.1
1,500 hours.....	1	1	.6
1,600 hours.....	1	...	1	.6
2,000 hours.....	1	...	1	.6
160 days.....	2	2	1.1
Less than 5 years...	1	...	1	.6
Total.....	2	1	13	1	1	9	1	12	5	2	124	4	175	100.0
Per Cent.....	1.1	.6	7.4	.6	.6	5.1	.6	6.9	2.9	1.1	70.9	2.3

^aOne company at 1% pay

granted, particularly to those in the upper management brackets, it is handled on an individual basis. Otherwise, the policy stated for salaried personnel applies all the way up the line. One company is seriously considering adding a third week in midwinter for their higher executives. "It seems increasingly apparent," this company reports, "that those who were responsible during the past five years for various phases of the company's operations are beginning to show signs of abnormal work loads, business pressures, and mental strain. We find an increasing number of requests for early retirement under our pension plan for this group and it seems desirable to set up some definite program which will provide for greater relaxation than in the past."

One company which had no formal plan in the past now grants executives one and one half days a month to a maximum of thirty-six days' accrued vacation time, while most salaried employees receive one day a month to a maximum of twenty-four days. Another company has increased the annual vacation from three weeks to four for its "full officers." A few companies distinguish between exempt salaried personnel and those nonexempt under the Fair Labor Standards Act, granting the former a three-week vacation for fewer years of service than are required of the nonexempt salaried personnel.

COMPUTING THE PAY

Little change appears in the various methods of computing vacation pay over those reported in the

Table 3: Maximum Paid Vacation Granted Wage Earners in Graduated Plans

Minimum Service Requirement	Maximum Paid Vacation Allowance					Total	%
	1 Week	2 Weeks	12 Days	3 Weeks	4 Weeks		
950 hours.....	...	1	1	.6
1 year.....	1	6	7	4.0
16 months.....	...	1	1	.6
2 years.....	...	11	11	6.3
3 years.....	...	11	11	6.3
4 years.....	...	3	3	1.7
4 years, 9 mos.	1	1	.6
4 years, 10 mos.	1	1	.6
5 years.....	1	102a	2	105	60.0
6 years.....	...	1	1	.6
10 years.....	...	1	...	3b	...	4	2.3
15 years.....	17cd	...	17	9.7
20 years.....	5e	...	5	2.9
25 years.....	4fg	3	7	4.0
Total.....	2	139	2	29	3	175	100.0
Per Cent.....	1.1	79.4	1.1	16.6	1.7

Note: Three of the companies not responding this year granted wage earners vacations of three weeks or more in 1946.

aOne company: at 4½%.

bOne company: also receive half day for each month of perfect attendance up to five days' maximum

cOne company: receive pay for third week, but must work

dTwo companies: only for female employees. Male employees receive three weeks after twenty years

eOne company: one week plus two weeks' additional pay and option of one extra week's vacation

fOne company: three weeks after 20 years if 55 years or older as of 1/1/47

gOne company: third week must be taken separate from regular vacation and during winter months

1946 study. More than 70% of the companies paid salaried workers either their regular salary or its equivalent expressed in terms of the normal hours in the work week times the hourly base rate. Forty-three per cent of the companies covered computed weekly vacation pay for wage earners at the rate of forty hours (or forty-eight hours, depending on the scheduled work week) times the base rate. Incentive earnings of wage earners during the computation period were added to the base rate by 12.3% additional companies, night differential by 11.4%, and overtime by 4.2%. Twelve per cent of the companies paid on the basis of a percentage of annual earnings.

Only one company changed its vacation pay policy for salaried workers, switching from "base rate plus scheduled overtime to the average earnings during the year preceding the start of the vacation season, with the minimum of base rate for the one- or two-week vacation to which the employee is entitled."

Table 4: Paid Vacation Allowances for Salaried Workers in Uniform Plans

Service Requirement	Uniform Allowance		Total No. of Companies
	One Week	Two Weeks	
None.....	..	1	1
6 months.....	1	2	3
1 year.....	..	30	30
1 year and 1500 hours.....	..	1	1
2 years.....	..	1	1
Total.....	1	35	36

Note: Six companies that had uniform plans for salaried workers in 1946 did not respond this year and are therefore not included in the above table. Seven companies changed from uniform to graduated plans in 1947.

Eight changed methods of computing pay for wage earners. Three of the changes applied to incentive workers, the companies now paying on the basis of:

1. Average weekly earnings in thirteen weeks prior to last week in April;

2. Eight-hour days at average straight-time hourly rate earned by employee during the three quarters preceding March 31; if on night shift, differential included as part of straight-time rate;

3. Forty hours times straight-time hourly earnings.

One company formerly figured one week's vacation pay at 2% of net annual earnings (less overtime and night bonus); it now pays on the basis of forty-five hours times the straight-time hourly rate, excluding night premium. Another company discarded "forty hours times the base rate" to compute weekly vacation pay at "2¼% of gross earnings for twelve months prior to May 1." Of the remaining three, vacation compensation is computed on the following bases:

1. Average earnings of preceding two weeks;

2. Average number of hours of the previous year, using the pay rate at the time of the vacation;

3. A day's vacation pay is figured as the average day's work of the fifty-two weeks preceding the day on which he takes his vacation (i.e., number of hours worked times

Table 5: Minimum Paid Vacation Granted Salaried Workers in Graduated Plans

Minimum Service Requirement	Minimum Paid Vacation Allowance								Total	Per Cent
	5/6 of 1 Day	1 Day	20 Hours	1½ Week	3 Days	4 Days	1 Week	2 Weeks		
1 day.....	1	...	1	.5
Hired prior to 12/31/46.....	1	...	1	.5
1/ 1/47.....	2	1	3	1.6
2/ 1/47.....	1	...	1	.5
3/ 1/47.....	1	...	1	.5
4/30/47.....	1	...	1	.5
5/ 1/47.....	1	...	1	.5
Hired during period 8/31/46-12/31/46.....	1	...	1	.5
12/15/46- 5/ 1/47.....	1	...	1	.5
1/ 1/47- 3/31/47.....	2	...	2	1.1
1/ 1/47- 4/11/47.....	1	...	1	.5
1/ 1/47- 5/ 1/47.....	1	...	1	.5
1/ 1/47- 7/ 1/47.....	1	...	1	.5
Hired after 4/1/47.....	1	...	1	.5
1 month.....	1	30	31	16.7
2 months.....	...	4	4	2.2
Less than 3 months.....	1	1	.5
3 months.....	2	...	2	...	4	2.2
4 months.....	...	2	1	2	...	5	2.7
5 months.....	3	...	3	1.6
Less than 6 months.....	...	1	4	...	5	2.7
6 months.....	...	1	...	1	4	...	60a	1	67	36.0
7 months.....	1	...	1	...	2	1.1
9 months.....	1	...	1	.5
Less than 1 year.....	4	...	4	2.2
1 year.....	36	6	42	22.6
Total.....	1	37	1	1	8	1	129	8	186	100.0
Per Cent.....	.5	19.9	.5	.5	4.3	.5	69.4	4.3

aOne company: one week at half pay

rate divided by scheduled hours); all absences are counted except holidays, properly authorized leaves of absence, and the employee's own vacation schedule.

The 1946 study showed that the majority of companies did not count overtime in determining vacation eligibility, would not allow employees to accumulate unused vacations or receive pay in lieu of a vacation, permitted the vacation allowance to be split, and gave the employee his vacation pay at the start of the vacation. There have been no significant changes made in any of these policies since 1946. Wage earners in 68% and salaried workers in 51% of the companies received neither an extra day nor extra pay if an observed holiday fell during a vacation. Four companies have liberalized their policies to the extent that salaried personnel in all four and wage earners in three of the companies now receive an additional day's vacation with pay. One company grants wage earners an extra day off without pay.

PAID HOLIDAYS

Although the paid vacation is no longer the exclusive privilege of the white-collar worker, one still unresolved issue of collective bargaining is that of paying production workers for unworked holidays. Most firms do not deduct from the pay of a salaried employee for any holidays observed by the company

unless, as in some instances, he has been ordered to work on the holiday and has not shown up.

Up until the beginning of the last war, however, wage earners were seldom given any holidays with pay. In 1936, a nationwide survey conducted by THE CONFERENCE BOARD showed that only 9% of 446 companies had such a policy. In 1946, over 41% of the 240 cooperating companies allowed wage earners time off with pay for some or all of the holidays observed by the company. The trend is evidently continuing, for seventeen more companies of the group have this year added paid holiday provisions, and only one company has discontinued its former policy which allowed wage earners four paid holidays. Thus, approximately 52% of the

192 companies replying pay wage earners for holidays not worked. (See Table 7.) Forty-four per cent of the companies grant six paid holidays; 70% give wage earners from six to twelve paid holidays. Salaried personnel receive from six to fourteen paid holidays in over 90% of the companies.

Among companies recently extending the paid holiday privilege to their production workers a tendency is apparent to reduce the number granted salaried workers to the same figure as received by wage earners.

Holidays Observed

Major paid holidays observed, in the order in which they are most frequently granted, are as follows:

Wage Earners

Christmas
July 4th
Thanksgiving
Labor Day
New Year's Day
Memorial Day—May 30th
Washington's Birthday—
February 22nd
Election Day
Armistice Day—November 11th
Columbus Day—October 12th
Good Friday
Lincoln's Birthday—
February 12th

Salaried Workers

July 4th
Christmas
Thanksgiving
New Year's Day
Labor Day
Memorial Day—May 30th
Washington's Birthday—
February 22nd
Armistice Day—November 11th
Columbus Day—October 12th
Good Friday
Election Day
Lincoln's Birthday—
February 12th

A considerable number of companies, particularly those with widespread operations, permit local holidays to be substituted for Memorial Day. Other paid holidays observed here and there are Patriot's Day (New England), Jefferson Davis Day (South), Mardi Gras Day (Louisiana), Battle of Bennington Day (Vermont), All Saints Day, Admission Day (California), Fast Day (Connecticut and New Hampshire), Bunker Hill Day (New England), Inauguration Day and Easter Monday.

Penalty Rates

If an employee is required to work on a company-observed holiday, the majority of the companies pay him at the rate of time and one-half or more for work performed that day. The most significant development in this phase of holiday compensation has been the increasing number of companies paying double time for worked holidays. Time and one-half is the rate most commonly paid among companies which do not pay wage earners for unworked holidays; double time is the more common rate paid to wage earners who are required to work on paid holidays. Last

Table 6: Maximum Paid Vacation Granted Salaried Workers in Graduated Plans

Minimum Service Requirement	Maximum Paid Vacation Allowance						Total	%
	1 Week	10 Days	2 Weeks	3 Weeks	3½ Weeks	4 Weeks		
Hired prior to:								
10/1/46	1	1	.5
11/1/46	1	1	.5
12/1/46	1	1	.5
1/1/47	2	2	1.1
6 mos.	1	...	6	7	3.8
8 mos.	1	1	.5
10 mos.	...	2	1	3	1.6
1 year.	83a	83	44.6
16 mos.	1	1	.5
2 years.	17	17	9.1
3 years.	6	6	3.2
4 years.	1	1	.5
5 years.	16	2	18	9.7
10 years.	1	5b	6	3.2
15 years.	18c	18	9.7
20 years.	6	1	1	8	4.3
25 years.	7	...	4	11	5.9
50 years.	1	...	1	.5
Total	1	2	137	39	2	5	186	100.0
Per Cent	.5	1.1	73.7	21.0	1.1	2.7

Note: Six of the companies not responding this year granted salaried workers vacations of three weeks or more in 1946.

aOne company: two weeks plus additional day for each 5 years of service

bOne company: maximum allowance, two weeks plus 1 week's additional pay

cOne company: female employees only. Male employees receive three weeks after 20 years

year, 18.4% of the companies paid salaried workers straight time, 50.3% paid time and one-half, and 31.4% paid double time. No significant changes occurred this year in this pattern, with the exception of one company which now pays nonexempt salaried personnel on the basis of two and one-half times the normal hourly rate for work performed on a paid holi-

day. Exempt personnel in this company are paid 30% of the basic weekly rate for a full paid holiday worked and 15% for one half of a paid holiday worked. Another company changed from double time to triple time for both wage earners and salaried workers. Three companies increased the rate for wage earners to two and one half times the regular straight-

Table 7: Paid Holidays Not Worked

Practice	Wage Earners		Salaried Workers	
	No. of Companies	%	No. of Companies	%
No paid holidays.....	93	48.4	2	0.9
Grant paid holidays.....	99	51.6	220	99.1
Total.....	192	100.0	222	100.0
No. of paid holidays granted per year:				
1.....	3	3.0
2.....	4	4.0
3.....	6	6.1	1	0.5
4.....	4	4.0	5	2.3
5.....	8	8.1	10	4.5
6.....	44	44.4	114	51.8
7.....	11a	11.1	38a	17.3
8.....	11	11.1	22	10.0
9.....	1	1.0	4	1.8
10.....	1	1.0	7	3.2
11.....	3	3.0	9	4.1
12.....	1	1.0	5	2.3
14.....	1	0.5
Not specified.....	2	2.0	4	1.8
Total.....	99	100.0	220	100.0

aIncludes two companies which give 2 hours with pay

time pay; in one of the three, guards and watchmen receive double time. Salaried workers in one manufacturing company formerly were paid double time for worked holidays; the company's new policy is to pay straight time. In another company, wage earners formerly received time and one-half; they are now paid straight time but receive equivalent time off for work performed on a company-observed holiday.

Eligibility

Some companies qualify the paid holiday policy by setting up the condition that an employee who is absent the day before or the day after a paid holiday cannot receive holiday pay. Eighty-four out of the one hundred companies that gave paid holidays to wage earners in 1946 had a definite policy that the employee would receive pay for that holiday if his absence on the day following or the day preceding was excused; thirty-seven paid if the absence was unexcused; over fifty would not grant holiday pay whether the absence was excused or not. The policies were considerably more liberal for salaried employees, ten not paying if the absence was excused, eighteen not paying if it was unexcused. No significant changes are reported for 1947.

In a few companies eligibility for a paid holiday has also been expressed in terms of a minimum length-

of-service requirement, although the policies of most companies observed contain no restriction of this type. One company in this year's study, however, grants paid holidays only to wage earners with more than ten years of service. According to a recent study¹ by the Bureau of Labor Statistics, usually no more

¹Preliminary draft of "Holiday and Week-end Work," chapter for the revised edition of Bulletin 686, "Union Agreement Provisions."

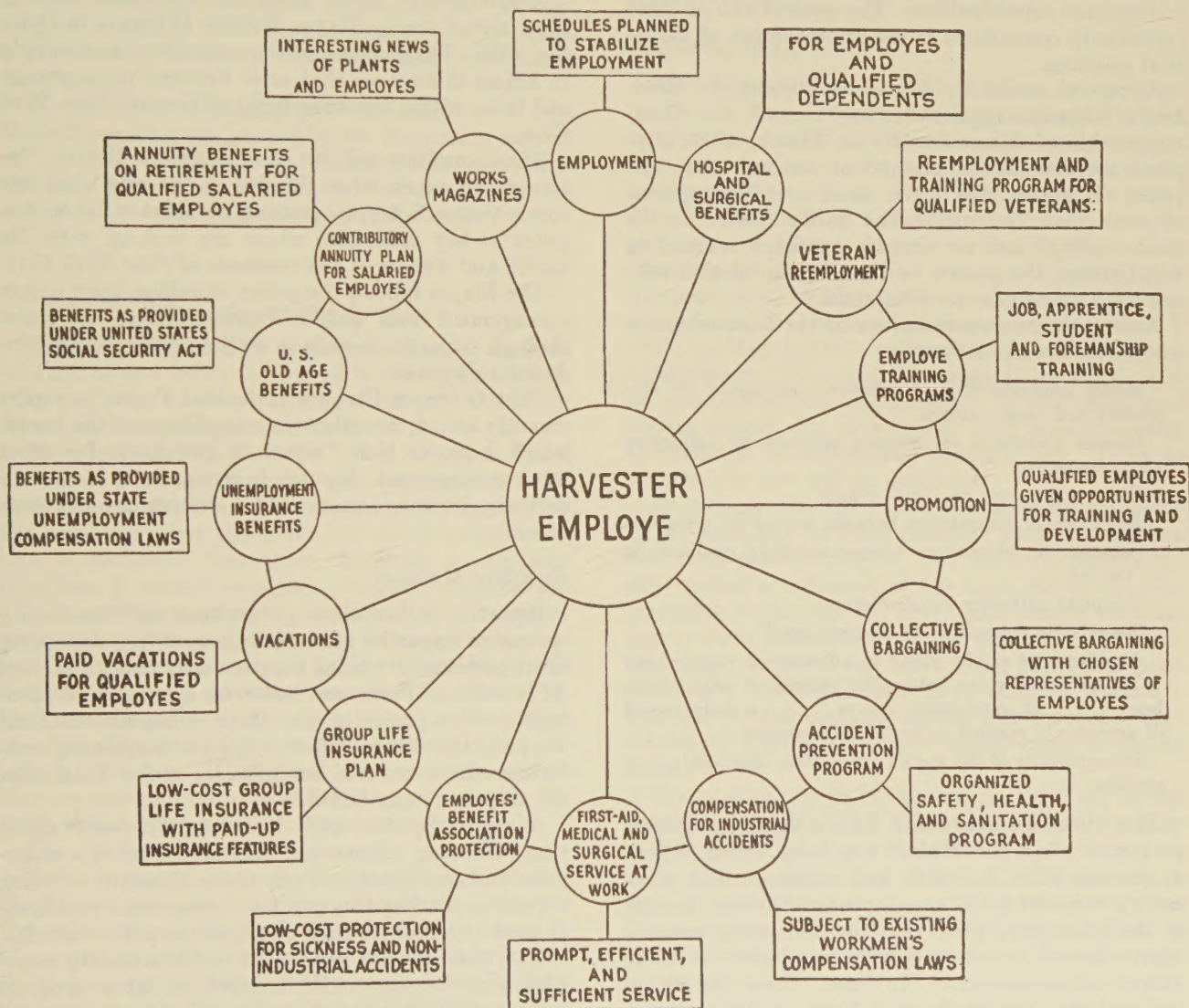
than six months' service is required although a year's service is specified in a few cases.

No other significant changes were made in holiday practices since 1946 by the companies that cooperated in the 1947 survey.

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Advantages Surrounding Harvester Employment



This chart depicting the many advantages an employee derives through working at the International Harvester Company forms an attractive center spread in that company's handbook for employees, "Welcome to Harvester." The various benefits are inscribed in circles, with further explanation of each in rectangles beyond the outer periphery.

Trends in Collective Bargaining

Trend to Community Committees

With the gradual lessening of government determination of collective-bargaining patterns as developed during World War II by agencies such as the War Labor Board, interest has grown in labor-management committees that have the moral and, in some instances, the financial support of state administrations and municipalities. The general aim of these community committees is the improvement of industrial relations.

A report issued by Governor Robert F. Bradford's labor-management committee, of the Commonwealth of Massachusetts in March, 1947, supports the conciliation method of settling labor disputes. It states that when there are interruptions of work that "jeopardize the public health or the public safety" and an impasse has been reached in negotiations, the parties to the dispute "should submit their grievances to arbitration."

Among the recommendations of the Massachusetts committee are the following:

- Better understanding of collective bargaining by employers and wage earners.

- Greater awareness of common interests by employers and unions.

- Closer agreement on "fair" wages.

- Reduction of competition between unions for members.

- Selection of negotiators temperamentally qualified to do the job.

- Adequate authority to negotiators.

- Negotiating committee to be kept small.

- Avoidance of public stand in advance of negotiations . . . of strike votes before the process of negotiations begin . . . of unnecessary delays. . . a daily record of agreements reached or tentatively reached.

- Strengthening of the state's conciliation and arbitration services.

The Massachusetts State Labor Relations Board, patterned after the NLRB has been under attack at various times by labor and industry. The Governor's committee has recommended various changes in the act, among them that the bargaining requirements should be made equally applicable to trade unions and employers. "In cases where the union has not been previously recognized as the exclusive bargaining agent, the employer should have the right to petition the State Labor Relations Board for an election, provided the union asks the employer to sign an exclusive bargaining agreement."

The committee also believes that labor unions should file annual financial statements with the Commissioner of Labor within thirty days after the close of the fiscal year and that reasonable penalties should be provided for wilfully filing false reports.

New York City's Plan

A Division of Labor Relations was established in New York City by Mayor William O'Dwyer in October, 1946. The purpose of the committee was to help to adjust differences that arise between management and labor within the boundaries of Greater New York City.

The committee will not, said Mayor O'Dwyer, "intervene in every labor dispute in the city" but the committee will try to prevent or shorten labor disputes in key industries which are tied up with the health and welfare of the residents of New York City.

The Mayor follows the policy of calling upon union, management and public representatives to assist through tripartite boards in settling or preventing industrial disputes.

"The O'Dwyer Plan for Industrial Peace," a report recently issued, describes the experiences of the board, which believes that "although the basis for most labor-management disputes is economic, it is the underlying human factors which determine the outcome."

Bipartite Methods

Bipartite rather than government or community sponsored tripartite methods of preventing or settling labor problems are being supported by many CIO and AFL unions. There are, however, a number of labor leaders who prefer to use their strongest economic weapon, the strike, after collective-bargaining conferences have reached an impasse, rather than refer the dispute to any board.

A report by the AFL issued in February states that "the very existence of our system of free enterprise and free labor and our rising standard of living depend on finding the way for management and labor to work together for their own and the public benefit."

The trend toward local plant and community activities goes counter to the centralized labor program supported during the New Deal decade by most of organized labor and by some industrialists. Labor's current emphasis on local action is obviously an attempt to offset the clamor for restrictive labor legislation.

Union Eulogizes Company Head

Collective-bargaining relationships between the Hat Workers Union, Local 60 (AFL) and the Stetson Company have, since 1936, when the company's workers were organized into a union, been praised by representatives of management and the union. Company wage policies have been based upon a joint understanding of the issues through conferences between the company and the union.

The death of George L. Russell, President of the John B. Stetson Company, Ltd., on March 3, 1947, brought forth official expressions of sorrow from representatives of the local union and international union officials. Mr. Russell, said *The Hat Worker*, was held in high esteem by the union because of his "willingness to conciliate differences in an effort to continue a relationship which he frequently said was highly satisfactory."

A resolution expressing profound sorrow at Mr. Russell's passing was passed by the bargaining unit at the Stetson Company in Philadelphia, and Max Zaritsky, International President, sent condolences on behalf of the entire membership of the union.

After the Strike Is Over

Determination of how employees shall be recalled to work after a strike settlement is oftentimes tied up with seniority credits, vacation with pay and other issues related to length of service.

The courts and the National Labor Relations Board have held that an employee who participates in an authorized strike cannot be discriminated against by the employer when the strike has ended and production is resumed. Sometimes, however, a company says that it cannot reemploy everyone immediately. This is sometimes owing to reorganization of company personnel, and in some instances to change of operations. In the strike at the J. I. Case Company, a collective-bargaining agreement reached on March 10, 1947, terminated a strike which began on December 26, 1945. The United Automobile, Aircraft, and Agricultural Workers (CIO) and the company agreed that employees who went on strike on December 26, 1945, would be recalled "as soon as practicable."

The "strike settlement agreement" has been included as a part of the collective-bargaining contract. Employees who were on the payroll of the company December 26 and who had not quit their job were to be reinstated without loss of seniority to their former position or to one substantially equivalent. Neither the company nor the union is to discriminate against any employee. Employees seeking reinstatement were to apply within twenty days after the signing of the agreement. Employees who could not be placed immediately were to be given preferential listing and are

to be offered employment as soon as work becomes available.

Employees regarded as probationary on December 26, 1945, are to receive credit for the time they worked prior to the strike. After working the full probationary period of ninety days they are to be credited with seniority back to hiring date.

Vacation credit clauses give employees with one year but less than five years' service on May 1, 1944, one week's vacation pay for forty-eight hours, to be computed in accordance with the practice then in effect less the amount the employee has already received. Employees with more than five years' service on May 1, 1944, are to receive vacation pay for ninety-six hours.

Eligibility Dates

The eligibility date for 1946 vacations has been extended to May 1, 1947. Employees who have been continuously employed for more than one year, but less than five years prior to May 1, 1947, and who have worked a minimum of 180 days during the period May 1, 1945, to May 1, 1947, are to receive vacation pay for forty hours. Employees who have been continuously employed by the company for more than five years prior to May 1, 1947, and who have worked a minimum of 180 days during the period May 1, 1945, to May 1, 1947, will receive vacation pay for eighty hours. Time lost by reason of the strike is to be included in the computation of the employee's service record. No overtime or shift premiums shall be included in determining vacation pay. Taxes as required by law will be deducted.

Employees who have been continuously employed by the company for more than one year but less than five years prior to May 1, 1947, and who have actually worked a minimum of 100 days during the year preceding September 30, 1947, shall receive vacation pay or forty hours. Employees who have been continuously employed for more than five years prior to May 1, 1947, and who have actually worked a minimum of 100 days during the year preceding September 30, 1947, shall receive vacation pay for eighty hours.

Vacation pay is to be figured on the basis of the employees' straight-time hourly payroll rate on May 1, 1947, but employees on an incentive basis will have their vacation figured on the basis of their average straight-time hourly earnings during the three calendar months preceding May 1, 1947. No overtime or shift premiums are included in determining the pay.

Employees who quit, or are discharged, or who refuse or fail to return to work when recalled following a layoff shall forfeit all rights to vacation pay under the agreement. Employees not reporting for work within a week after their recall will be deemed to have voluntarily quit.

A Canadian Checkoff Plan

Voluntary authorization for dues deduction has been provided in a contract between a Canadian steel company plant and the United Steelworkers (CIO). Union members can have their dues deducted by filling out the following form:

"Authorization to Deduct Union Dues _____ (date)

I Hereby Authorize _____ to deduct the amount of \$1.50 for my union dues from my pay cheque issued on the company's first pay day in each calendar month and to remit such amount to the Financial Secretary of local No. _____ United Steelworkers of America.

This authorization shall not be revocable and shall remain in effect until _____, 1948.

Witness

for the company

Employee's signature

for the union

check no. dept.

The authorization has to be made within a thirty-day period and has to be witnessed by a representative of the company and a representative of the union. The plan becomes effective only if a specified number of authorizations are received by the company.

Each authorization has to be signed in duplicate, one for the company's files and one for retention by the union. Employees may sign authorization cards after the thirty-day escape period with only a representative of the company present. If an employee does not receive a pay check in any calendar month because of absence due to illness, disability, layoff, "or any other cause," the company will not deduct dues for that month from any subsequent pay check. The company agrees to provide the union the names of such absentee employees.

Union shop and maintenance-of-membership provisions are not so prevalent in Canada as in the United States, but the checkoff of union dues seems to be growing in popularity.

Details of a Comprehensive Contract

A union shop with checkoff of union dues has been negotiated between a midwestern company and the UAW (CIO). Management maintains the right to hire, discharge, discipline, prorate, maintain order and efficiency, decide the number and location of plants, the machine and tool equipment products to be manufactured, the method of manufacturing, the schedules of production, and the process of manufacturing or assembling, "providing they are not in conflict with any paragraph in the collective-bargaining agreement."

The agreement states that no employee shall be

discharged during the life of the agreement "except with the approval of the executive shop committee, nor disciplined without the approval of a member of the executive shop committee." The shop committees are chosen by the union.

Bidding for new jobs by factory employees shall be based, first, on the point of service in the department and, second, on plant seniority. The bid must be placed in the employment office of the company. When new jobs or vacancies occur for office workers, the first bid shall be based on plant seniority by the oldest employees in the department in point of service. When employees are demoted from supervisory jobs because of curtailed production, they will return to their former jobs according to their seniority, and should new departments be created, they will again be given the opportunity for promotion. The determination of the ability of a worker to perform a job shall be made by the departmental union committeeman, foreman, or superintendent and one "unbiased employee."

Before the company signs a contract to take any of the work out of the plant that is now being done there, it promises to submit "to the executive shop committee [of the union] in writing, the data covering the reasons for this action."

After the union committee has received in writing the company's reasons for doing work out of the Toledo plant, the following clause becomes the guide for further action:

"After the committee has analyzed this information and, everything being equal, they will either meet these prices or report their decision to a meeting of the employees and after securing the employees' approval, the company will have the prerogative to contract for the work to be performed outside of the plant. . . . It is also understood that when a patented article that cannot be made in the company's plant is found to effect savings or be more desirable in advancing the sale of the product than the article manufactured in the company's plant, in which case the patented article will be procured after complying with the first two sections of this paragraph.

"It is further understood that the company will endeavor to secure additional work of a more diversified nature so that the seasonal slack periods can be eliminated as far as practical."

An apprentice in the engineering department, according to this labor agreement, "is an employee taken into the department for the sole purpose of acquiring training and experience. This clause covers apprentices up to "tool write-up and process men." The following qualifications are outlined as desirable factors for one who is desirous of becoming an apprentice:

1. Has the applicant a vocational, high school or equivalent educational background?

2. Has he had any experience in machine shop practice?
3. Is he able to read blueprints?
4. Is the applicant mechanically minded and desirous of going through a training period of this type of work?

Although these qualifications are desirable, they are, the agreement states, "not absolutely necessary." It is stated further that "the duties of an apprentice will consist of elementary processing and general messenger work."

There are other provisions in this contract relating to apprentices for tool designers and the product engineering division.

This collective-bargaining agreement is considered one of the most detailed labor contracts ever negotiated and permits the union to participate in every phase of production and in technological changes that arise in connection with the manufacture of the company's products.

Management-Labor Codes

Some union contracts contain a statement of policy as a basis for better understanding of the objectives of the two parties.

One of the objectives in the establishment of a statement of principles is the hope that it will minimize the possibility of labor strife by adjusting, through the established grievance and arbitration procedure, all grievances that arise in the plant.

A contract between a company and a CIO union of sugar refinery workers states:

"It is basic that management cannot get along without labor any more than labor can get along without management. Both parties recognize this principle. Management and labor are dependent upon the same business and the success of that business is vital to all concerned. This requires that both the company and the union—management and the employees—cooperate to the end that the quality and cost of the product will prove increasingly satisfactory so that the business will be continuously successful.

"Both parties hold that basic interests of employers and employees are the same. However, at times, employees and their unions and management have different ideas on various matters affecting their relationship. The union and the company mutually agree that there is no reason why these differences cannot be peacefully and satisfactorily adjusted by sincere and patient effort on both sides."

The contract provides for a union shop on the basis that it will "further harmony and good will between the company and the union." The union agrees to encourage all its members "to perform loyal and efficient work," and to "use its influence to promote the protection of the company's property and the company's interests and the sale of the company's products."

The bargaining unit includes weighers, checkers, samplers, chauffeurs, and guards and excludes longshoremen, laboratory workers, supervisory and clerical workers.

ABRAHAM A. DESSER
Management Research Division

Management Book Shelf

Personnel Administration. By Clark C. Sorenson. Boston: Bellman Publishing Company, Inc. 75 cents.

One of a series of seventy-five occupational booklets. Discusses the qualifications and training for personnel work and the opportunities in that field.

Employment, Rehabilitation, and Veteran Adjustment. By Paul S. Burnham. Chicago: Public Administration Service. \$1.00.

A bibliography covering the subjects listed in the title.

Measuring and Rating Employee Value. By John B. Probst. New York: The Ronald Press Company. \$5.00.

This book is designed "to meet the needs of those who are in search of thoroughly organized and time-tested methods for correctly rating the personal capabilities and work performances of their individual employees."

Selective Job Placement. By Tobias Wagner. New York: National Conservation Bureau, a division of Association of Casualty and Surety Executives. \$2.50.

A discussion of the factors to be considered in placing workers in jobs suited to their abilities, with special emphasis upon the employment of physically exceptional workers and the efficiency of such workers as compared with normal workers.

Nutrition in Industry. Montreal: International Labor Office. \$1.50.

Part I deals with nutrition in Canadian industry, Part II with the wartime nutrition program in the United States, and Part III with industrial canteens in Great Britain.

Guide to National Labor Relations Act. By B. Fain Tucker. Chicago and New York: Commerce Clearing House, Inc.

An analysis of the National Labor Relations Act in the light of its interpretation by the courts. Part I deals with employee representation; Part II with unfair labor practices.

Management Handbook for Collective Bargaining. By O. S. Hoebreck. Chicago and New York: Commerce Clearing House, Inc. \$2.00.

Discusses the problems encountered by employers in dealing with unions and presents recommended clauses from union contracts.

The Guarantee of Work and Wages. By Joseph L. Snider. Boston: Graduate School of Business Administration, Harvard University. \$2.75.

A description of annual wage and employment guarantee plans and a discussion of objectives and measures for employment security.

Features of Union Health and Welfare Funds

DEMANDS for union health and welfare funds continue to highlight collective-bargaining negotiations in 1947, with both CIO and AFL leaders making concerted efforts to obtain these benefits in agreements. For example, John L. Lewis announced on April 9 that his union would not sign an agreement with the operators unless it provided for the continuance of the fund previously obtained under agreement with the government. The CIO unions especially are demanding union-administered welfare funds, financed by employer contributions equivalent to a definite percentage of the payroll.

OBJECTIONS TO FUNDS

A comprehensive insurance program undoubtedly provides workers with needed protection and improves morale by giving employees a sense of security. Many employers, however, oppose the idea of providing these benefits through a union-administered plan. If the funds are not properly safeguarded, they believe, union officials will be in a position to use the fund for purposes other than workers' benefits, and the money collected might provide unions with large funds to expand their activities. Although many opponents believe that union officials are sincere in their desire to use these funds for the designated benefits, they hold that the possession of large sums of money without safeguards against misuse will place too great a temptation upon the officials.

While the 2% or 3% of payroll contribution demanded for these funds may be borne without hardship as long as business activity continues at a high level, some authorities warn that this tax on payroll will become increasingly burdensome as business activity recedes. As one writer¹ stated:

"Such commitments and the program dependent upon them remain in times of stress. Wages may be bargained up or down, but welfare funds go on forever."

Other arguments against benefit plans incorporated in union agreements are:

1. The union receives all the credit for benefits, although the employer is paying the entire cost;
2. It is unwise to give the union supervision over a plan which may apply to nonunion as well as union members;
3. A plan applied only to union members leaves other employees uncovered;
4. These benefits are in reality a part of labor costs and

¹E. H. VanDelden, "Guarding the Flanks: Collective Bargaining in 1947," American Management Association, *Personnel*, January, 1947, p. 242.

when normal conditions return this additional cost may place the company in a less favorable competitive position;

5. Welfare funds are subject to many federal and state laws and regulations and in some cases the employer would presumably be breaking the law if he acceded to the union demands.

INSURANCE PROGRAMS IN CONTRACTS

There has been a steady increase in the expansion and liberalization of insurance plans for workers, but this gain has been accomplished by unilateral action of the employers convinced of the desirability of more complete insurance protection for employees. Of late, the unions have been endeavoring to have these insurance programs incorporated in the union agreement. Many employers are opposing this demand, since they believe that it deprives them of freedom of action in the event of a business recession.

NLRB Rulings

Trial examiners for the National Labor Relations Board have ruled in several recent cases that employee benefit plans are within the proper scope of collective bargaining. In the case of the Inland Steel Company, the examiner ruled that the company should bargain with the union regarding its pension plan. In that case the union had opposed compulsory retirement of employees at age sixty-five and the examiner ruled in favor of the union even though the company's compulsory retirement policy had been in force since 1936, long before it had entered into agreement with the union. In the case of W. W. Cross and Company, the examiner ruled that insurance plans were within the scope of collective bargaining although here, too, the company had had a group insurance

Table 1: Types of Benefits Included in Union Agreements

Benefits	Agreements	
	Number	Per Cent of 25 Agreements
Life insurance.....	20	80.0
Accidental death and dismemberment benefits	20	80.0
Weekly sickness and nonoccupational accident benefits.....	23	92.0
Hospital benefits		
Employees.....	22	88.0
Dependents.....	7	28.0
Surgical benefits		
Employees.....	19	76.0
Dependents.....	2	8.0
Medical benefits		
Employees.....	4	16.0
Dependents.....	1	4.0

plan in force before the United Steelworkers had been certified as the collective-bargaining agent by the NLRB.

SCOPE OF PRESENT SURVEY

Because of union demands for these benefits, THE CONFERENCE BOARD has received many inquiries regarding the types of benefits contained in union-negotiated insurance programs, their administration, the methods of financing them and the extent of union control over these funds. In response to these questions, the Board has prepared an analysis of all the plans included in union agreements received by it recently. Forty-five agreements out of approximately three hundred examined contained such provisions. In making this analysis, an industry-wide agreement covering hundreds of companies was counted as one; also, if an employer negotiated identical insurance programs with a number of unions, these were included as a single plan.

The insurance provisions of the forty-five agreements fall into several classifications. Under the first, containing twenty-five agreements, the insurance program has been negotiated by the employer and the union and all the features of the plan are included in the agreement. In seven, the agreement provides for the continuance of the scale of benefits already in force. A typical clause of this nature follows:

"It is understood that the group insurance plans now in effect will be continued until changed or amended by mutual consent."

Four agreements stipulate that the company continue its present plan, but that other benefits be added, such as increased life, sickness and hospital benefits. Four agreements provide that a plan be worked out by the bargaining committee of the union and the employer and installed as soon as possible. Three agreements provide that the employer contribute 2% of payroll and that the details of insurance protection be worked out later. In two agreements, the employer agrees to investigate the plan proposed by the union.

Twenty-six different unions are involved in the forty-five agreements. They range from the Marine and Shipbuilding Workers of America (CIO) to the International Jewelry Workers Union (AFL). They include glaziers, painters, asbestos workers, hotel and cafeteria workers, rubber, stone and textile unions. Fifteen of the agreements were negotiated with AFL affiliates, twenty-eight with CIO unions, and two with independent unions.

Four fifths of the plans are paid for entirely by the employer. In some cases the schedule of benefits has been determined upon, and the employer pays for the cost of this protection. In a union health and welfare fund meeting sponsored by THE CONFERENCE BOARD, Dr. Herman Gray stated that "the weakness of that

approach is that too little attention is paid to the cost factor. It is important for unions demanding these programs to realize the cost because the future of a health and welfare program depends on the available funds."¹ Under the other type of plan, which is more common, the employer agrees to contribute a specified percentage of the payroll, which varies from 2% to 5%, and the schedule of benefits is developed on the basis of the available funds.

Under the joint contributory plans, the employees' contributions are different in each case. One agreement provides that the employee pay a third of the cost; in another, the employee's share is a half and in the remainder, the employee's contribution is a definite amount such as \$1.50 a month.

Many unions are asking for a fund which they will administer. Of the agreements studied, however, only two provide that the fund shall be administered and the benefits distributed by the union. Under two other agreements the fund is managed jointly. The remaining forty-one agreements provide that the funds collected shall be turned over to an independent insurance company which shall pay out the benefits stipulated in the plan. In agreements which include a number of employers, it is necessary to have a central agency collect the funds and turn them over to the insurance company.

DETAILS OF PLANS

The following analysis of the benefits provided under collective-bargaining contracts is based upon twenty-five agreements which have outlined the insurance program in detail. Of this number, twelve are programs which have been negotiated with employers' associations and thirteen with individual employers. Fifteen have been negotiated with CIO unions, nine with AFL unions, and one with an independent union.

Table 1 shows the comprehensiveness of the insurance programs contained in these agreements. Most provide for life insurance, accidental death and dismemberment benefits, weekly disability benefits and hospital and surgical benefits. Only a few give hospital and surgical benefits for dependents, and medical benefits for employees. Table 2 gives the details of each program.

Of the twenty-five agreements, six apply to all employees and twelve cover only union members. Eligibility requirements are not specified in seven agreements. Eleven require workers to have been employed for a specified period, ranging from one month to six, before they are eligible for benefits, while four require that before an individual can receive benefits, he must be a union member for six months in addition to working with an employer for a definite period.

Life insurance is payable for death from any cause.

¹"Union Health and Welfare Funds," *Studies in Business Economics*, Number Eight, National Industrial Conference Board, 1947.

TABLE 2: PRINCIPAL FEATURES OF TWENTY-FIVE INSURANCE PROGRAMS NEGOTIATED THROUGH COLLECTIVE BARGAINING

Labor Organization	Contribution to Plan	Life Insurance	Accidental Death and Dismemberment Benefits	Weekly Accident and Sickness Benefits	Hospital Benefits	Surgical Benefits	Medical Benefits
AFL, agreement with employers' association	Employer contributes 3% of payroll	60 times weekly disability benefits	60% of average wage, 52 weeks. ¹ Pregnancy, 6 weeks.	\$4 d. 50 d. each disability (employee and wife) \$3.50 for 50 d. (child). Maternity 12 d. (member) 12 d. (wife). Incidental benefits (wife) \$20 \$4 d. 90d. in year	\$5-\$175 Includes members and dependents \$5-\$50	\$3 visit (home) \$2 (office) for 50 visits for 1 disability
AFL, agreement with employers' association	Employer contributes 2% of payroll	50% of average normal wage, ¹ maximum \$30 w., 20 w. in yr.	\$12 w. (male) \$8 w. (female). 13 w. in yr. ³ Pregnancy, lump sum \$50
CIO, agreement with employers' association	Employers contribute 5% of payroll ²	\$500	\$17.50 to \$35 w., average \$21 w. ⁴ 13 w. for 1 disability	\$3 d. 31 d. in year. Incidental expenses, \$15
CIO, agreement with individual employer	Employee \$1.50 m. Employer, balance	\$1,000	\$1,000	\$16.50 w. ¹ 13 w. for 1 disability. Pregnancy 6 w.	\$150 max.
CIO, agreement with employers' association	Employers contribute 2% of payroll	\$500	\$500	\$10 to \$27.50 w. ¹ 13 w. for 1 disability. Pregnancy 6 w.	\$5 d., 31 d. for 1 disability. Incidental expenses, \$25. Maternity 10d.	\$5-\$150
CIO, agreement with employers' association	Employers contribute 3% of payroll	\$1,000	\$1,000	\$15 w. ¹ 13 w. for 1 disability. No benefits for pregnancy	Blue Cross	\$150 max.
AFL, agreement with employers' association	Employers contribute 3% of payroll	\$1,000	\$1,000	\$6 d., 31 d. (employee and dependents). Incidental expense, \$30. Maternity benefits dependent wife, \$60	Blue Cross for member and dependents	\$150 max.
AFL, agreement with employers' association	Employers contribute 3% of payroll	\$1,000	\$1,000	\$12 w. (male) \$10 w. (female). ¹ 26 w. for 1 disability. Pregnancy 6 w.	Blue Cross for member and dependents	\$200 max. for member and dependents	Group health plan for member and dependents
AFL, agreement with employers' association	Employers contribute 3 1/4% of payroll	\$1,000	\$2,000	60% of pay ¹ for 52 w. Pregnancy 6 w.	\$5 d., 70 d. for 1 disability. Maternity 14d. Incidental expenses, \$25 (employee) \$4 d. for 31 d. Incidental expenses, \$20. Maternity 10 d. (dependents)	\$5-\$150	\$3 visit (home) \$2 (office) \$75 for 1 disability ⁵
CIO, agreement with employers' association	Employers pay entire cost	60 times weekly benefit	60% of pay ¹ for 52 w. Pregnancy 6 w.	\$5 d., 50 d. for 1 disability. Maternity 12 d.	\$5-\$175	\$3 visit (home) \$2 (office) 50 visits for 1 disability ⁶
AFL, agreement with employers' association	Employers contribute 3% of payroll	\$1,000	\$1,000	\$10 w. ¹ 13 w. for 1 disability. None for pregnancy	\$6 d., 31 d. for 1 disability. Incidental expenses, \$30. (member and dependents). Maternity (wife) \$60	\$150 max.
CIO, agreement with individual company	Employer contributes 3% of payroll	\$1,000	\$1,000	\$21 w. ¹ 13 w. for 1 disability	\$6 d., 31 d. for 1 disability. Incidental expenses, \$60	\$150 max.
CIO, agreement with individual company	Employer pays entire cost	\$1,000	\$1,000	\$15 w. ⁷ 13 w. for 1 disability	According to policy	According to policy
CIO, agreement with individual company	Employer pays entire cost	\$1,500	\$15 w. ¹ 13 w. for 1 disability	Blue Cross for members and dependents
Independent union, agreement with individual company	Employer pays entire cost	\$1,000	\$1,000	\$15 w. ¹ 13 w. for 1 disability	Blue Cross	\$150 max.
AFL, agreement with individual company	Cost shared equally between company and members	\$1,000	\$20 w. ¹ 13 w. for 1 disability *
CIO, agreement with individual company	Employer pays entire cost	\$500	\$500	\$10-\$15 w. ⁷ 13 w. for 1 disability. Pregnancy, 6 w.
CIO, agreement with individual company	Employee, 35¢ w. Employer, balance	\$1,000	\$16 w. (as contained in company booklet)	\$4 d. (as contained in company booklet)	\$10-\$150
CIO, agreement with individual company	Employer pays entire cost	\$500	\$500	\$18 w. ¹ 13 w. for 1 disability. Pregnancy, 6 w.	\$5 d., 31 d. for 1 disability. Incidental expenses \$40. Maternity, 14 d.	\$150 max.
CIO, agreement with individual company	Employer pays entire cost	\$500	\$500	\$10.50 w. ¹ 13 w. for 1 disability. Pregnancy, 6 w.	\$4 d., 31 d. for 1 disability. Incidental expenses \$20
CIO, agreement with individual company	Employer pays entire cost	\$500	\$500	Max. \$30 w. Maternity benefits \$148-\$256 (as contained in company booklet)	\$4 d. Incidental expenses \$20 (as contained in company booklet)	\$150 max.

TABLE 2: PRINCIPAL FEATURES OF TWENTY-FIVE INSURANCE PROGRAMS NEGOTIATED THROUGH COLLECTIVE BARGAINING—Continued

Labor Organization	Contribution to Plan	Life Insurance	Accidental Death and Dismemberment Benefits	Weekly Accident and Sickness Benefits	Hospital Benefits	Surgical Benefits	Medical Benefits
CIO, agreement with employers' association	Employers contribute 3% of payroll	\$500 to \$1,000	\$500 to \$1,000	\$10.50 to \$28.50 w. ¹ 13 w. for 1 disability. Pregnancy, 6 w.	Blue Cross. Members only	\$150 max.
AFL, agreement with individual company	Employers contribute 2/3 of cost but not in excess of 2% of payroll. Employees, 1/3	\$750	\$1,000	\$15-\$21 w. ¹ 13 w. for 1 disability	Blue Cross. Members only	\$150 max.
CIO, agreement with individual company	Employer pays entire cost	\$500	\$500	Blue Cross. Members only	\$150 max.

¹Beginning 1st day for accident, 8th day for sickness.

²Includes 3% of payroll to finance pension plan.

³After 14 day illness, benefits begin 8th day. Accident

benefits begin 1st day if disabled 1 week.

⁴Beginning 4th day for accident, 8th day for sickness.

⁵Beginning with 3rd visit.

⁶Not over 3 visits in week, beginning 1st day if accident 4th day if ill.

⁷Beginning 8th day sickness and accident.

The amount of life insurance may be based on wage classifications, but only one plan in the present analysis is of this nature. All the others provide for a flat sum for each employee covered. This amount ranges from \$500 (seven agreements) to \$1,500, with a policy of \$1,000 appearing most frequently (ten agreements).

Accidental death and dismemberment benefits provide insurance for accidental loss of life, limbs and sight. The schedule of benefits ordinarily is the same as is provided for life insurance, as will be seen in Table 2. The full benefit is payable for accidental loss of life or of two members, and one half of the principal sum is payable for the accidental loss of one member, such as a hand, foot or eye.

Sickness, Accident and Hospital Benefits

Disability benefits are included in all but two of these agreements. Under this type of insurance, benefits are given for disabilities arising from illness or nonoccupational accidents. The amount of benefits given varies widely under the plans analyzed. Ten provide for benefits graduated on the basis of the members' compensation, and eleven provide uniform benefits for all covered. Uniform benefits ranged from \$10 to \$21 a week, with a benefit of \$15 appearing most frequently. The majority of the agreements continued payments for the disability to a maximum of thirteen weeks.

Disability benefits are paid for pregnancy of women employees under twelve plans, but in such cases the maximum payments are, as a rule, limited to six weeks.

Most of the agreements provide that the benefits shall not begin until the eighth day in the event of illness, but payments start immediately if the employee meets with a nonoccupational accident.

Two different methods are used to finance hospital benefits. Under the one, used in plans underwritten by insurance companies, the employees who are hospitalized receive a specified amount of money for daily room and board which in the cases covered ranges

from \$3 to \$6 a day. For a continuing disability, the maximum room and board benefits granted are thirty-one days under most plans. For maternity cases, however, the maximum is for a shorter period ranging from ten to fourteen days. Only five of the thirteen insured plans provided maternity hospitalization benefits for women employees. In addition to room and board benefits, nine of the thirteen insured plans provided an additional amount for incidental expenses. This sum represents an amount equivalent to five times the daily benefit under most plans.

Some unions are not in favor of the insured type of hospital benefits because, under present conditions, they do not believe that the amounts provided will cover the cost of hospitalization. They prefer the type of hospital benefit provided under the Blue Cross, which provides service rather than cash benefits. Eight of the twenty-two plans providing hospital benefits are underwritten with the Blue Cross.

Only seven of the twenty-five plans provide hospital benefits for dependents, of which three are covered by the Blue Cross.

Surgical Benefits

Surgical benefits are provided under nineteen plans for employees and only two for employees' dependents. The provisions covering surgical benefits are quite uniform. A schedule of payments for specified operations is compiled by the insurance company. The employee is reimbursed only for the actual surgical fees up to the maximum listed in the schedule. The minimum amount allowed is \$5 or \$10 and the maximum from \$50 to \$200, with a maximum of \$150 provided under most of the plans.

Four agreements provide for medical benefits. In three, cash payments of \$2 for office visits and \$3 for home visits are given up to a specified maximum. Under the fourth plan, members and their dependents receive medical services through a group health plan.

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Management Research Division

Peacetime Military Service Policies

HOW FAR can a company go in its support of the various training programs of the Armed Services and the National Guard?

This year a considerable number of employees expect to take two weeks or more of temporary active training duty with one of the reserve components of the Navy, Marines and Air Forces, and to a lesser extent with the Army Organized Reserves and the National Guard.

Any policy a company can formulate to cover these absences is at best tentative until it is known how many employees are going to participate in the training programs and how the Armed Services, Congress and public opinion will settle the still unresolved issues of universal military training, unification of the services and appropriations for a permanent peacetime national defense program.

MANY LACK DEFINITE POLICY

Within the past month, 159 companies have furnished THE CONFERENCE BOARD with a preliminary picture of company policy in allowing the reservist employee time off for annual field training or cruises with the Armed Services. Sixty-one, or approximately 38%, of the reporting companies have formulated no definite policy at this time, primarily because few of their employees are attached to any National Guard unit or are in the organized reserves. Typical statements of some of the companies in this group are as follows:

" . . . so far we have been unable to come to a solution regarding employees' absences due to reserve training . . . have checked with other industries in our vicinity, but it appears that no one policy has been set up locally."

* * *

"We are considering adopting a policy whereby leaves of absence without pay will be granted employees attending army reserve training corps, naval reserve active-duty cruise training or any other similar training periods of these military bodies for periods not exceeding thirty days."

* * *

"We did pay for active duty in emergency calls for service in the National Guard, but we have not yet paid for training duty."

* * *

" . . . no definite policy, but contemplate reverting to prewar practices which are as follows:

1. Leave will be granted unless it is impossible to dispense with the services of the individual for that period of time.

2. Leave will be considered as vacation time and compensated accordingly.

3. Where vacation allowance does not come up to military leave time or where no vacation is due to make-up pay will be granted.

4. Leave of absence for this purpose will have no effect on seniority."

* * *

"During the past, we have never established a formal policy . . . due to the fact that there is no National Guard organization in the immediate vicinity and very few, if any, of our employees prior to World War II were members of either the Army or Navy organized reserves. There are now quite a few members of the organized reserves in our employ and there may be some National Guardsmen. While, as stated above, we have not established a definite policy, we would, no doubt, grant furloughs or leaves of absence to any employee connected with the military for such reasonable periods of training as may be in the interest of national defense."

LEAVE OF ABSENCE WITH PAY

Out of the ninety-eight companies that have settled on a policy for the present time, 42% allow their employees a limited leave of absence with full or partial pay in addition to the regular vacation in order to participate in annual encampments or cruises.

Twenty-six companies, in effect guaranteeing no loss of income or vacation to the employee for the training period, make up the difference between the government compensation (if less) and an employee's regular salary or wage. In six of the twenty-six companies the policy applies only to employees in the National Guard. In one company, hourly employees are paid the difference, while salaried workers receive full pay for service in "the militia." In another company the employee is compensated only for ordered duty. The maximum period for which the companies pay the difference ranges from ten days to four weeks, with two weeks or fifteen days the usual practice of the sixteen companies that specify any limitations.

In two of the fifteen companies which grant full pay, the policy applies only to salaried employees. One company allows one week's leave of absence with pay for service of five years or more and three days with pay for length of service from one to five years. Two weeks is the usual maximum paid leave of absence allowed.

Since the application of policy varies somewhat from company to company, the following are representative statements of company practice in allowing leaves of absence with full or partial pay:

"Employees, regardless of length of continuous service, who are members of the naval or military reserve corps, or of the National Guard, and who must be absent to attend training camp will be entitled to receive their usual pay for maximum of two weeks in any one calendar year.

The employee should furnish evidence that he has been called for training and for the exact dates he was in attendance for his training. Upon his return to work, he will be expected to turn over the pay he received from the government if it amounted to less than he received from _____. The company will make up the difference. If his pay from the government exceeded the pay he received from _____ he will reimburse the company and keep the difference.

Absence for encampment has no bearing on the employee's right to a vacation. However, he may, if he wishes, apply his vacation against time in training camp beyond the two weeks for which he will receive pay from the company." (*Insurance company*)

* * *

"In order to demonstrate the company's willingness to encourage preparedness for defense of the country, the following basic premise for payment of supplemental pay has been adopted:

"1. The State Militia, National Guard, Organized Naval Reserve, Organized Marine Reserve, Naval Reserve Officer Corps and Army Reserve Officer Corps will be recognized as the official organized reserve units in which employees may be given leave of absence for the purpose of training or emergency duty.

"2. Leave of absence for the duration of active duty will be granted to employees who have been *bona fide* members of any of the above units for a period of ninety days prior to their participation in training activities or emergency duty.

"3. Employees granted leave of absence in accordance with (2) above will be paid the difference between the normal salary or hourly rate earnings which would have been received and the amount received from the federal and/or state government for each scheduled day that the employee is unable to report for work because of his assignment to active duty.

"4. Such supplemental payment shall not extend for more than two weeks in any one calendar year without specific approval. . . .

"5. Vacation assignment shall not be reduced by such leave of absence for training or emergency duty." (*Textile manufacturer*)

* * *

"Department superintendents are authorized to allow employees, excepting temporary, who were in the employ of the company previous to April 1 in any calendar year and who are members of the National Guard or the organized reserves of Army, Navy or Marine Corps such time, not exceeding fifteen calendar days, in any calendar year, as is required for the actual performance of any ordered tour of duty, without loss of pay. Application for leave in such cases must be referred to the official responsible, who must satisfy himself that the employee making the application is actually to perform the duty

by checking with the commanding officer through the industrial relations manager. This regulation applies equally to employees serving as commissioned officers or enlisted men . . . ordered tour of duty is defined as one which is ordered by the state or federal authorities and does not apply to private parades of the military or naval organization to which the employee may be attached." (*Public utility*)

* * *

"In regard to National Guard and organized United States Naval Reserve, we pay the difference between the pay received from said organization and their regular pay. Inactive membership in the Naval Reserve which does not require an annual cruise is considered on a personal basis and no pay is given." (*Office equipment manufacturer*)

* * *

" . . . any regular employee presenting proper orders calling him to camp or other active duty with an approved reserve organization of the U. S. Army, Navy, Marine Corps or Coast Guard, or a National Guard Unit, will be granted a regular leave of absence for a period or periods not exceeding fifteen calendar days in any one year. This policy should not be construed as covering absences of one day or less for purposes such as attending weekly drill. The qualification requiring an employee to have one year or more of company service in order to be eligible for a regular leave of absence is suspended for leaves granted in accordance with this policy. A leave of absence will not be granted under this policy, however, unless the employee has completed one year's continuous service, either active or inactive, in an approved military or naval organization.

"An employee granted a leave of absence in accordance with the above will receive normal company earnings for the period of the leave with the understanding that any remuneration (not in excess of normal company earnings) received by him from the government for this period will be returned to the company. Remuneration will be interpreted to include base pay plus any allowances for service, ratings or special qualifications, but not to include allowances for travel, uniforms, rent or subsistence. The employee will be required to submit to the company a certified statement from his commanding officer showing the remuneration received from the federal and/or state government during the leave of absence. Normal company earnings will be based on the employee's regular rate and normal working schedule in effect as of the last day of active company service prior to the leave of absence, excluding overtime payments of all kinds and disregarding temporary or extended schedules in excess of normal which may be in effect on that date.

"Deductions for annuity and thrift contributions . . . will continue to be made while a member is on regular leave for military training, and in receipt of normal full pay. . . .

* * *

"Any leave of absence granted under this policy shall be in addition to the regular vacation to which the employee may be eligible. . . ." (*Oil company*)

"If, as a member of the National Guard, State Guard, Army or Navy Reserves, an employee is called to take

part in annual training programs or for special active duty and he has one year or more of service with ———, he is entitled to a military leave with base pay not to exceed two calendar weeks in any one calendar year for all types of service.

If the time spent in all types of service exceeds two calendar weeks in any one calendar year, the employee may elect to consider this additional time as vacation and will be paid for such of this time as he is entitled to in accordance with vacation policy. Any period of time served by the employee must be certified by the commanding officer of the company or other unit in which the employee served. [This policy applies only to salaried employees.] (*Automobile manufacturer*)

LEAVES OF ABSENCE WITHOUT PAY

Thirty-nine companies, or 40% of the companies that have definite policies, permit employees to take leaves of absence without pay, as long as operations permit, if they do not elect to use the vacation period for training or are not eligible for paid vacations. Only eight of the companies specified the maximum amount of leave granted, four allowing up to fifteen days or two weeks, one up to three weeks, and three up to thirty days.

The philosophy underlying one company's policy is stated as follows:

"Our own practice, though not a formal policy, is to permit Reserve or National Guard officers to use their vacation time and benefit in any manner they see fit; that is, use it for vacation purposes or for field training time. Should they feel the need of using the vacation for the purpose for which it is granted primarily, we are willing to grant them a leave of absence without pay for the field training period. This is based on our understanding that they do receive compensation for their reserve status or for the time at training camp or both. We are against any provision of equalizing their pay during such periods or in any way subsidizing what is essentially a patriotic activity or an avocational interest in military affairs as such, as this would throw their benefits in unfair comparison to those provided other employees."

The following are some typical statements of company policy on granting leaves of absence without pay:

"Employees who are members of organized reserves of the armed forces of the United States and who are called to duty for training may be granted leaves of absence without pay or may schedule any vacation due them during such period of training, provided operating conditions within their department are not adversely affected.

"Final approval for granting leaves of absence or scheduling vacations in conjunction with military training lies with each employee's department head, subject to the submission of proof of such training by the reservist. Leaves for reservist training shall be limited to the dura-

tion of the training period, which normally will not exceed two weeks." (*Aircraft manufacturer*)

* * *

"Absences for purpose of participating in National Guard, or Army or Navy organized reserve training programs, are permitted without loss of seniority rights but also without compensation by us. Permission must be requested and the absence is covered by a granted leave of absence." (*Precision instrument manufacturer*)

* * *

"Employees who are members of defense organizations of the Armed Forces may, if called to temporary training duty, be granted a leave of absence without pay for a period not to exceed three weeks. Leaves should be arranged with the employee's supervisor at a period which will cause the least interference with the normal functioning of the section involved." (*Building materials manufacturer*)

Training Duty Counted as Vacation

Eighteen per cent of the ninety-eight companies require the employee to use part or all of his regularly scheduled vacation for training with a reserve unit. Four of these companies, however, have added provisions to their policies, whereby, as in the case of a bank, if the time taken exceeds the vacation period, the employee will receive the difference between his salary and military pay for the period, with no restriction placed on the length of absence. A large chemical company states that "the employee takes the first two weeks as his regular vacation and for any remaining period at camp, up to a maximum total of one month, he is paid any difference between his regular wages and salary and any military pay which he receives. Anything beyond this would be on the basis of a leave of absence without pay."

The 1947 policy of an engineering consulting firm that combines the features of a policy granting a leave of absence without pay and a policy requiring that the employee use his own vacation is the following:

"... one week of leave of absence without pay may be granted to employees in a reserve military or naval status who propose to devote two weeks to military or naval service as members of the organized reserve force, such leave to be arranged to the satisfaction of the department head concerned.

"From the practical standpoint, this gives the reservist three weeks off—one for a normal vacation and two for national service, ashore or afloat. In most cases the individual suffers no financial hardships, since the two weeks of company vacation, with pay, plus the two weeks' military service, with service pay, generally yield a total pay which approaches what he would have received from the company for three weeks."

LYLE LODWICK
Management Research Division

New Clubs Meet Interests of Returned Veterans

EMployees who have returned from military service have provided inspiration for the formation of new recreational clubs and have revived interest in old ones that emphasize interests developed during the war. Associations organized for general comradeship, flying clubs and rod and gun clubs are notable among them.

A number of large companies, particularly public utilities and insurance, have posts of the American Legion, in each instance bearing the name of the company and made up entirely of employees. But apart from these, social clubs have been formed for servicemen, frequently called servicemen's clubs, ex-servicemen's clubs, or veterans' clubs.

While the last title possesses the advantage of including ex-service women, if membership is open also to them, it cannot be employed in some instances because of the prior existence of clubs representing employees of long service with the company. The veterans' club in many companies refers to the organization of employees who have received insignia for fifteen, twenty or twenty-five years of company service. To establish a club with similar name for those who served in the Armed Forces would lead only to confusion.

NONPOLITICAL CLUBS

Most of the clubs for servicemen are nonpolitical social organizations, established for good fellowship. They organize dinners and dances, sometimes keep the members informed of special rights and privileges available to them and occasionally do welfare work.

The Beechcraft Veterans Social Club of the Beech Aircraft Corporation, Wichita, Kansas, was organized last fall with an extensive program of sports, dramatics, music and flight training. Veterans of both world wars are eligible for membership, as well as former members of the Merchant Marine who served during the emergency. Several bowling teams were formed to represent the club and plans were inaugurated for a glee club, band and other musical units. The dramatic group chose as its first production a farce-mystery called "The Haunted Hour." Complete ground-school flight training, free of charge to members, was established as a feature of the organization whose scheduled meetings are twice a month.

At Thompson Products, Inc., in Cleveland, the Tapco Ex-Servicemen's Club has held a number of social meetings to which members' wives were also invited. Dances are held in the main plant cafeteria,

with bingo games and movies for added entertainment. Members of the club can purchase and wear special club pins and sports jackets made of blue and gray wool, carrying the Tapco Ex-Servicemen's insignia on the left breast.

The Spiegel Servicemen's Club of Spiegel, Inc., Chicago, has a party the first Saturday of every month. The club sponsors a bingo party at a near-by veterans' hospital once a month, providing gifts for prizes. The club provides repair service for the patients' radios and has given the hospital projected readers and books and motion picture equipment.

Membership in the Veterans Club for Los Angeles Transit Lines employees, which was organized shortly after World War I, has been extended to veterans of World War II. Both men and women belong—eligibility is based on service in any branch of the Armed Forces. A Veterans' Club Auxiliary is made up of wives, mothers and sisters of former servicemen who are members of the club. Both the club and auxiliary meet once a month, on the same night.

FLYING ENTHUSIASTS

Those accustomed to flying during the war were enthusiastic organizers of aviation clubs when they returned to the factory or office, and their enthusiasm spread rapidly to others without previous flying experience. Employees working for companies that manufactured planes or maintained flying fields naturally were among the first to organize flying clubs. Among these were employees of the Wright Aeronautical Company, Paterson, New Jersey; Boeing Aircraft Corporation, Wichita, Kansas; Bell Aircraft Corporation, Buffalo, New York; Consolidated Vultee, Vultee Field, California; Air Technical Service Command (the civilian employees), Wright Field, Dayton, Ohio; Glenn L. Martin Bomber Company, Baltimore, Maryland; Grumman Aircraft, Bethpage, Long Island, New York; Piper Aircraft Company, Lockhaven, Pennsylvania; and the Curtiss-Wright Corporation, Columbus, Ohio.

In these companies the problem of providing equipment was, of course, less difficult than in other types of manufacturing companies. But flying clubs have been established, too, in many companies where no planes are emerging from assembly lines. Aviation-minded employees, for instance, have formed clubs at the Babcock & Wilcox Company, Barberton, Ohio; Bausch & Lomb Optical Company, Rochester, New York; Boston Edison Company, Boston, Massachu-

setts; Carrier Corporation, Syracuse, New York; Scintilla Corporation, Sidney, New York; Vickers Incorporated, Detroit, Michigan; Servel, Inc., Evansville, Indiana, and Caterpillar Tractor Co., Peoria, Illinois.¹

Instruction is provided, through most of the clubs, both in ground-school subjects and actual flying. Several clubs have purchased planes in which novices can practice and experienced flyers are enabled to enjoy their hobby at reduced rates.

At the Goodyear Tire & Rubber Company at Akron, Ohio, men who served with the Navy blimps during the war formed the Lighter-Than-Air Veterans Club. Nearly eighty men turned out for the first meeting. This company also has the Goodyear Aircrafters Club for flyers in the heavier-than-air classification.

SPORT CLUBS

A few companies had gun clubs before the war, but the number of rifle and pistol clubs has increased greatly since the end of World War II. Ammunition is again available and many veterans seem desirous of retaining their skill with firearms. Both outdoor and indoor ranges are maintained. Some of the clubs are allied with the National Rifle Association and participate in its competitions. Lockers are provided for guns, and sometimes extra pistols and rifles are provided for club members who do not possess their own firearms. Expert instruction and coaching are made available to members.

Among the companies in which rifle or pistol clubs have been formed are the Ohio Rubber Company, Delco Products Division of General Motors Corporation, Victor Division of Radio Corporation of America, Philadelphia Gas Works Company, General Tire and Rubber Company, Shelton Looms, Sylvania Electric Products, Inc., (Warren Plant), Consolidated Edison Company of New York, and the Eastman Kodak Company. A number of the clubs held turkey shoots at Thanksgiving time.

In the employee organizations of some companies there is emphasis on hunting in addition to target practice. Gun enthusiasts often ally themselves with fishermen to form rod and gun clubs or sportsmen's clubs.

The Scovill Rod and Gun Club of the Scovill Manufacturing Company, for example, has a wide range of activities. A trap-skeet shooting field and pistol-rifle range are available to members, with clay pigeons, targets and ammunition sold to Scovill employees at near cost price. Any profit is used in upkeep of the ranges.

Lectures and movies on hunting and fishing provide entertainment and instruction at indoor club sessions. In March the club presented an all-round

sportsmen show free to all Scovillites and their friends. A Fisherman's Banquet is held annually, at which awards are presented to winners of a rod and reel contest.

Trustees of the Goodyear Hunting and Fishing Club at Akron, Ohio, recently appropriated \$2,000 for stocking breeder rabbits and breeder pheasants within a thirty-mile radius of Akron and \$400 for bounties on foxes shot in 1947. Baitcasting is practiced in the gymnasium, and sports movies are a frequent form of indoor entertainment. The club participates in the Akron Sportsmen's Show. The varied activities of the club are indicated by the names of some of the club's standing committees: membership, entertainment, game propagation, fish propagation, legislative, publicity, grievance, coon dog, vermin control, and bird dog field trials.

Conservation of wild life is one of the projects of the B. F. Goodrich Company Hunting and Fishing Club, which was organized in 1945. At the club's party last year a Remington 12-gauge shotgun and a Pfleuger Supreme reel were top prizes in a drawing for which party-goers purchased tickets. Boxes of shotgun shells were given as door prizes. Tickets were sold, too, for a fish fry held in March of this year.

Hunters and fishermen who belong to the GasCo Rod & Gun Club of the Southern California Gas Company meet monthly for dinner and a program, which sometimes consists of talks, sometimes of sports films. Reports are made on fishing and hunting conditions in California and other hunting and fishing areas, and stories are exchanged of individual members' accomplishments.

Venison and ducks are within the reach of the members of the hunters' club at the RCA Victor Division at Camden, New Jersey. The club here was formed to give hunters an opportunity to take advantage of each other's knowledge of hunting locations and techniques and to permit them to get more gunning pleasure for less money than that necessary when taking a trip alone or in very small groups.

FOR FAMILY PARTICIPATION

Women are invited to join the Sportsmen's Club, organized last year at the Dorwood Unit of the Owens-Illinois Glass Company in Ohio. Special beginners' classes were formed to teach the proper use of firearms, casting, hunting and other sports. Plans for the first twelve-month period of the club's activities included boating, fishing, pistol shooting, rifle shooting, trap and skeet shooting, hunting and running rabbit and bird dogs. Husbands and wives were especially welcomed as members—the club emphasizes its program as especially suitable for family participation.

GENEVA SEYBOLD
Management Research Division

¹An account of how this company finances its flying club appeared in *The Conference Board Management Record*, December, 1946.

SIGNIFICANT LABOR STATISTICS

Source: THE CONFERENCE BOARD, unless otherwise indicated

Item	Unit	1947		1946				Year Previous	Percentage Change		
		Feb.	Jan.	Dec.	Nov.	Oct.	Sept.		Latest Month over Previous Month ¹	Latest Month over Year Previous	
Clerical salary rates											
Billing machine operator.....	mode in dollars	38	
Calculating machine or compt' ter operator.....	mode in dollars	35	
Office boy or girl.....	mode in dollars	25	
Stenographer.....	mode in dollars	35	
Telephone switchboard operator.....	mode in dollars	46	
Senior copy typist.....	mode in dollars	36	
Consumers' Price Index											
Food.....	1923=100	148.9	131.4	114.9	+13.3	+29.6	
Housing.....	1923=100	91.0	91.0	91.0	0	0	
Clothing.....	1923=100	105.9	99.7	94.9	+6.2	+11.6	
Men's.....	1923=100	121.1	111.4	104.1	+8.7	+16.3	
Women's.....	1923=100	90.6	88.0	85.6	+3.0	+5.8	
Fuel and light.....	1923=100	100.4	99.9	97.1	+0.5	+3.4	
Electricity.....	1923=100	66.9	66.9	66.9	0	0	
Gas.....	1923=100	94.5	94.5	94.5	0	0	
Sundries.....	1923=100	125.3	120.2	115.7	+4.2	+8.3	
All items.....	1923=100	122.9	114.7	107.1	+7.1	+14.8	
Purchasing value of dollar.....	1923 dollars814872	.934	-6.7	-12.8	
All items (BLS).....	1935-39=100	152.8	153.1	153.3	152.2	148.4	145.9	129.6	-0.2	+17.9	
Strikes (BLS)											
Beginning in period.....	number	p 290	p 290	180	310	450	450	290	0	0	
Workers involved.....	thousands	p 90.0	p 100.0	95.0	450.0	290.0	380.0	134.0	-10.0	-32.8	
Total man days idle.....	thousands	p 1,225	p 1,250	3,065	4,750	4,500	5,000	22,919	-2.0	-94.7	
Turnover rates in manufactur'g (BLS)											
Separations.....	per 100 employees	p 4.9	r 4.5	4.9	6.3	6.9	6.8	+8.9	-27.9	
Quits.....	per 100 employees	p 3.5	r 3.0	3.7	4.7	5.3	4.3	+16.7	-18.6	
Miscellaneous.....	per 100 employees	p .1	.1	.1	.2	.2	.2	0	-50.0	
Discharges.....	per 100 employees	p .4	.4	.4	.4	.4	.5	0	-20.0	
Layoffs.....	per 100 employees	p .9	r 1.0	.7	1.0	1.0	1.8	-10.0	-50.0	
Accessions.....	per 100 employees	p 6.0	r 4.3	5.7	6.8	7.1	8.5	+39.5	-29.4	
Wage Earners											
All manufacturing industries (BLS)											
Earnings, hourly.....	average in dollars	1.158	1.145	1.139	1.130	1.126	1.004	+1.1	+15.3	
weekly.....	average in dollars	46.94	46.86	r 45.79	45.73	45.39	41.15	+0.3	+13.8	
Hours per production worker.....	average per week	40.5	40.9	40.2	40.5	40.3	41.0	-0.9	-1.3	
Twenty-five manufacturing industries											
Earnings, hourly.....	average in dollars	1.276	r 1.265	1.247	1.243	1.231	1.229	1.129	+0.9	+13.0	
weekly.....	average in dollars	52.01	r 51.51	r 50.29	50.14	49.79	49.14	43.56	+1.0	+19.4	
Hours per production worker.....	average per week	40.8	40.8	40.4	40.4	40.4	40.0	39.2	0	+4.1	
Employment.....	1923=100	128.8	r 127.1	r 126.1	125.8	123.2	122.7	104.5	+1.3	+23.3	
Total man hours.....	1923=100	106.8	r 105.4	r 103.5	103.3	101.1	99.8	83.3	+1.3	+28.2	
Payrolls.....	1923=100	251.8	r 246.1	r 238.3	237.0	230.5	226.6	171.1	+2.3	+47.2	
Wage-rate increases.....	average per cent	10.6	8.6	7.9	7.3	8.0	8.0	10.9	
Production workers affected.....	per cent	3.4	4.1	1.8	2.7	1.9	1.8	4.0	
Manufacture and distribution of gas											
Earnings, hourly.....	average in dollars	a 1.126	1.034	+8.9	
weekly.....	average in dollars	a 47.13	48.08	-2.0	
Hours per wage earner.....	average per week	a 41.3	45.9	-10.0	
Generation and distribution of electricity											
Earnings, hourly.....	average in dollars	a 1.277	1.155	+10.6	
weekly.....	average in dollars	a 54.84	53.32	+2.9	
Hours per wage earner.....	average per week	a 42.4	45.5	-6.8	
Class I railroads²											
Earnings, hourly.....	average in dollars	1.181	1.175	1.189	.983	+0.5	+20.1	
weekly.....	average in dollars	57.37	59.42	58.11	49.71	-8.5	+15.4	
"Real" weekly earnings.....	1923=100	159.3	166.9	170.9	157.1	-4.6	+1.4	
Hours per wage earner.....	average per week	48.6	50.6	48.9	50.6	-4.0	-4.0	
Agricultural wage rates per month³ (BAE)											
With board.....	average in dollars	94.80	96.40	85.90	-1.7	+10.4	
Without board.....	average in dollars	88.40	91.40	80.20	-3.3	+10.2	
Without board.....	average in dollars	106.00	104.00	95.30	+1.9	+11.2	
New York City metro. area, seventeen manufacturing industries											
Earnings, hourly.....	average in dollars	1.331	1.303	1.293	1.286	1.257	1.252	1.150	+2.1	+15.7	
weekly.....	average in dollars	54.84	53.81	53.92	52.73	51.54	51.33	48.30	+1.9	+13.5	
Hours per production worker.....	average per week	41.2	41.3	41.7	41.0	41.0	41.0	42.0	-0.2	-1.9	

¹Changes in Consumers' Price Index and Agricultural Wage Rates are quarterly.
²Derived from Interstate Commerce Commission reports.

³As of first day of month.
aJune, 1946.

pPreliminary
rRevised

The Glenn L. Martin Company
FOREMAN'S ACCIDENT REPORT

For the use of plant Safety Department

(A)

A. IDENTIFICATION

1 Name of injured Joseph E. Bland Clock No. 101-000
2 Date of accident Feb. 23, 1946 Time of accident 10:05 P. M. Approx.
3 Nature of injury Minor burns about chin, right ear and right arm.

B. WORK WHEN INJURED

1 Engaged in regular work Yes How long on regular job 9 days
2 Engaged in other than regular work, if so, explain _____
3 Were proper instructions given regarding hazards of the job Yes
4 If machine is involved give E.Q. number _____
5 Name tool or appliance if involved Zamak Pot, foundry furnace
6 Were safety devices or safety equipment used No
7 If answer to 6 is NO explain Doggles were used, but not helmet. The furnace was charged from a distance of approx. 25 ft., after the charge a closer inspection was necessary. The man neglected to take required precautions.

C. THE ACCIDENT

1 Did you see the accident No
2 Describe accident At approximately 10:00 P. M., R. Etheridge finished charging Zamak Furnace with an obsolete die. A few minutes later he walked to the furnace for a closer inspection of the die in the pot. While a few feet from the furnace, trapped moisture, heated sufficiently to build up pressure, popped or exploded throwing molten Zamak out of the pot and on the man.
3 Would a guard and/or safety equipment prevent recurrence Yes
4 If answer to 3 is YES make suggestion Utilization of furnished equipment. (Helmet and Asbestos Jacket).
5 What action have you taken to prevent a recurrence of this kind of accident Reinstructed furnace man to use necessary equipment when charging and inspecting charged furnaces.

Signature of Foreman Jimmy K. Hall
Signature of Asst Supt. W. J. Bland
Date Feb. 25, 1946

GLM 1368

S.P.I. 26.22

The Glenn L. Martin Company

FOREMAN'S ACCIDENT REPORT

For the use of plant Safety Department

(B)

A. IDENTIFICATION

1 Name of injured W. J. Bland Clock No. 101-000
2 Date of accident 11/5/45 Time of accident 3:00 P.M.
3 Nature of injury second finger on left hand bruised

B. WORK WHEN INJURED

1 Engaged in regular work Yes How long on regular job 2 Days
2 Engaged in other than regular work, if so, explain No
3 Were proper instructions given regarding hazards of the job Yes
4 If machine is involved give E.Q. number No
5 Name tool or appliance if involved None
6 Were safety devices or safety equipment used No
7 If answer to 6 is NO explain Dropped Box on finger

C. THE ACCIDENT

1 Did you see the accident No
2 Describe accident Getting box out of racks and box slipped and caught his finger.
3 Would a guard and/or safety equipment prevent recurrence No
4 If answer to 3 is YES make suggestion _____
5 What action have you taken to prevent a recurrence of this kind of accident Have told all men to be careful.

Signature of Foreman W. J. Bland
Signature of Asst Supt. W. J. Bland
Date 11/11/45

GLM 1365

Supervisory Follow-up Discussions

AT THE Glenn L. Martin Company of Baltimore, Maryland, all supervisors meet once a week for "Supervisory Follow-up Discussions." These "SFD" sessions, as they are called, start with the top supervision of each department. Each supervisor leads the session with his immediate subordinate supervisors at each level of the organization. The Education Section of the company provides the conference chairmen with an outline for each week's topic. An outline of one phase of safety is reproduced below with the permission of the company. W. W. M.

Correct Use of the Foreman's Accident Report

In this discussion, we will deal with a problem which requires the cooperation of all supervisory personnel. Too many "Foreman's Accident Reports" (GLM Form 1383) are being turned in without enough information for proper disposition of the cases.

This is costly because accidents which have been poorly reported must be reinvestigated—this time under difficulty because the details have become more or less hazy.

In considering the problem, let's review our experience with the Accident Reports by asking the following questions. After we have discussed each one, let's turn over and see if we have covered the point completely:

1. Who is authorized to make out a Foreman's Accident Report?
2. What are the purposes of the Foreman's Accident Report?
3. When must the Foreman's Accident Report be made out?
4. To whom does the supervisor send the completed Foreman's Accident Report?
5. Accompanying this topic sheet are two actual Accident Reports taken from the files and reproduced without names. How do these compare in fulfilling the requirements of a satisfactory Report?
6. Most difficulties experienced with Accident Reports are due to incomplete information in Box C, headed "The Accident." What are some of the weaknesses in the description of the accident on Report "B"?
7. Suppose a seemingly minor injury was never reported but has developed into something more serious through infection. What does the supervisor do when he hears of it?
8. Suppose no injury has occurred as a result of an accident. Should the case be reported?

Three Points to Remember

INVESTIGATE FULLY: Find out everything about the cause of an accident as soon as possible.

REPORT PROMPTLY: If an Accident report is required, fill out the form as soon as possible before the information gets hazy.

ATTACK THE CAUSE: Take steps to prevent a recurrence and report your actions completely on the Accident Report Form.

1. Although called the Foreman's Accident Report, there are instances when supervisors above or below the

level of Foreman may be required to fill out the report.

2. (a) To help the supervisor's own department institute corrective measures.

(b) To enable the Safety Department to assist in eliminating conditions and practices which cause accidents.

(c) To coordinate Medical and Safety Department records.

(d) To assist in the advancement of Company safety policies and aid in cooperating with national safety organizations.

(e) To establish permanent Company records of employee accidents.

3. The Foreman's Accident Report is prepared in duplicate under either of the following conditions:

(a) Immediately upon receipt of duplicate of Hospital Record of Visit, if checked "Employee Sent to Hospital, Clinic, or Home."

(b) Upon request of the Safety Section where other accident statistics or special investigations are required.

4. After the Foreman's Accident Report is properly dated and signed, it is sent to the Assistant Supervisor.

5. Note that Report "A" is completed satisfactorily. Each question is answered fully. Report "B" is an example of a report which required reinvestigation for more information. An accident which results from the relatively simple job of moving a box is just as important, from a lost-time standpoint, as one resulting from a more complex job of charging a Zamak furnace, and the need for a complete report is just as great.

6. There is not enough information about the circumstances of the accident on Report "B." For instance, what kind of box, wood or metal? How large was it? What did it contain? How heavy? What was the injured man standing on? Was he violating some established safety rule or was someone else to blame?

7. This has happened. The procedure is the same as though the injury had just occurred. If the hospital recommends an Accident Report, the supervisor is to report everything he can find out about the injury as soon as possible. Even though such a report may furnish very little information, it records the case and gives the Safety Department a starting point.

8. This requires good judgment on the part of the supervisor. If he feels that a potential hazard exists which is beyond his control, the matter should be brought to the attention of the Safety Department for investigation. This can be done by memo or phone.

Briefs on Personnel Practices

A Management-Labor Information Program

A program designed to give employees pertinent facts about the operation of the business has recently been inaugurated by the Elgin National Watch Company, of Elgin, Illinois. The following list of topics indicates the scope of information presented:

- Recent History of Elgin and Its Products
- The American Retail Market and the Function of the Company's Sales Organization
- Wages and Working Conditions in Switzerland
- Watchmaking Machinery
- Company Profits and Company Financing
- Cost of Making a Watch
- The Administration of Insurance and Credits
- The Tariff and Watch Quota Problems of the Government
- The Evolution of Watchmaking
- Producing a Watch
- The Administration of the Company's Pension Plan
- The Administration of Rate Setting

A unique feature of the program is an advisory committee which includes representatives of the Job-masters' Association, the Elgin Watch Workers' Union Executive Board, the International Association of Machinists' shop committee, foremen and office supervisory personnel. This committee advises the management on the kind of information employees want to know. In addition, the first presentation of each subject is made to this group for its advice and comment.

The plan for employee meetings provides for attendance by twenty-five people at each meeting. Employees from various parts of the plant are invited to attend. Those who are represented by a union are selected by their shop steward; those not represented by a union are selected by their supervisor or department head. Different employees are selected to attend each meeting. A committee of five records the minutes. The minutes are then printed under the signature of the entire group and mailed to the home of each employee and to the shareholders and the board of directors of the company. W. W. M.

Unusual Items in Annual Report

"Defective work" is an unusual item appearing among the expense charges in the income statement of the Joy Manufacturing Company's 1946 annual report to employees. In this report each figure of the

income statement is explained separately with two pages of text and cartoons, and each item is represented by the proportionate piece it represents of the company's sales dollar.

The cost of traveling and advertising is presented as a separate item and also housekeeping bills, which include charges for electric power and lights, coal, oil and gas, telephone and telegraph, postage, insurance, etc. Surplus is explained under the head "For Tomorrow's Jobs." An explanation of the balance sheet is included in the report.

Among the subjects making up the introductory material are: Who Owns the Company? What Do the Shareholders Do for Us? What Do the Shareholders Get Out of the Company? G. B. S.

USES Now Employment Counselors

An expanded employment counseling service has been established since the war by the United States Employment Service, according to the *Labor Information Bulletin*. During 1946, counseling was given 838,968 applicants, 651,532 of them veterans.

Assistance in making an appropriate job choice is available to any individual of employable age who needs and wishes it. The USES regards the counselor's job as one of helping the applicant to discover, analyze and evaluate his employment qualifications, and to provide him with information on job requirements and employment opportunities. W. W. M.

Business Improvement Committee Set Up

In order to increase the number of people who give thought to the problems of managing the business, Geo. A. Hormel & Company has instituted a Business Improvement Committee composed of plant employees. It is designed to make available to the management more of the thinking and experience of the company's personnel.

The committee, consisting of twelve members, was organized when Jay C. Hormel, chairman of the board of the company, asked the chairman of the bargaining committee to join with him in selecting a third member to serve on the committee. These three selected a fourth member, and so on until twelve members were chosen. The plan calls for a rotating membership, one old member going off each month and one new member replacing him. It also calls for a

committee that is representative, both from the standpoint of plant-wide distribution and of age and sex.

The function of the committee is to study and make recommendations on management and operating problems. All proposals or recommendations will receive the consideration of management, although they need not necessarily be accepted. Management will also determine what reports or recommendations should be held confidential for business or competitive reasons, and in each case will so advise the committee.

Any subject which can be handled through the collective-bargaining machinery is excluded from the committee's consideration. Likewise, the committee's work is designed not to conflict with the company's suggestion plan, called the Business Improvement Project, which is intended to reward individuals for specific ideas they promote.

The committee is to meet once a week. Members will be paid at their regular rates of pay (if the extra hours run into overtime, pay will be on an overtime basis). A program committee will be responsible for a specific agenda at each meeting. Proposals for subjects to be considered are to be submitted by members to the program committee. In addition, subjects will be submitted to the committee by the management. The company has agreed to furnish all pertinent information needed for the study of any problem.—W. W. M.

Veterans Go to School

To encourage returned veterans to avail themselves of the privileges under the GI Bill of Rights, American Viscose Company grants eligible veteran employees educational leaves of absence to attend colleges, universities, high schools and trade schools. Students do not sacrifice any of the equity in their jobs and retain their group life insurance and its automatic increases. They are assured of getting their jobs back or jobs of like seniority, status and pay, if they report within thirty days after completion of the courses. American Viscose veterans have been interested in twenty-eight different subjects, mostly directly related to their jobs in the company.

T. F. D.

Grant Awards of Merit

Fifteen salaried employees of the Radio Corporation of America, Victor Division, recently received Awards of Merit at an impressive presentation ceremony in a Philadelphia hotel. A dinner attended by department heads preceded an address by Frank M. Folsom, Executive Vice President of the company. J. G. Wilson, Operating Vice President, read the individual citations.

The awards are presented annually to the group of salaried employees in office, field and laboratory whose individual exceptional performances during the

year have contributed most to the advance and welfare of the RCA Victor Division. The Award of Merit for men consists of a solid gold money clip on which there is a miniature gold watch decorated with the company's trademark, and a scroll citing the recipient's meritorious performance. Women receive gold brooch watches set with rubies.

The plan for making the awards was established in 1946 for salaried workers as a counterpart of the company's suggestion system which is most widely applicable to hourly paid workers. All salaried employees are eligible, and winners are selected from among nominations made by the various product and service departments. Initial nominations for the year 1946 were made by section supervisors, with the final nominations for each department made by the department head. A selection committee then chose the fifteen award winners with regard only to merit performance and with no attention to the number of awards that fell within an individual department.

Winners of the awards automatically become members of the RCA Victor Award of Merit Society.

Bowling on Sunday

In response to requests of numerous employees who are unable to bowl during the week, the Goodyear Tire and Rubber Company at Akron, Ohio, is now opening its bowling alleys in Goodyear Hall on Sunday afternoons. Reservations for the alleys are made in advance. G. B. S.

Has Mobile Goggle Service

A special mobile goggle service kit schedules regular visits to all manufacturing departments of the Cadillac Motor Car Division of General Motors. The kit includes safety glasses for necessary exchange and fittings, as well as tools for minor repairs. E. M. S.

Swift's Jane Hathaway Waves Good-bye

When Swift & Company recently closed its "Jane Hathaway" program, it was found that more than 250,000 individual letters had been written to the more than 27,000 Swift employees in military service. They had received 130,300 gift parcels sent by the company, more than 19,000 one-year magazine subscriptions and 408,450 copies of an eight-page news letter called *Dear Fellows*.

The first "Jane" began representing the Swift family on the home front in December, 1941, and at the peak of the program in 1943, seven "Janes" were required to keep the letters and gifts on their way. The name of the program was chosen because of its familiar sound.

Often the gift or letter sent by Jane was the only mail received by a man in a far-off jungle, and thou-

sands sent back news of themselves. At times the incoming mail bags contained as many as two and three hundred letters a day for Jane. Special letters and packages were sent to prisoners of war, and when the numbers of hospitalized Swift men had increased to large proportions, additional packages and mail were sent to them. The Swift unit nearest a hospital was given all information available and asked to have someone visit the patients. G. B. S.

Want To Study for a Supervisory Job?

"Want to study for a supervisory job?" was the title of a recent notice on bulletin boards of Spiegel, Inc. (Chicago mail order firm). Instead of an anticipated enrolment of fifteen, as many as seventy-five employees signed up for a ten-week presupervisory training course, and a waiting list has had to be established.

Classes are held once a week, in the evening, on the employee's own time. The course, designed to provide a knowledge of the fundamentals of mail-order supervision, includes the following subjects:

- Business Organization
- Personnel Policies
- Selection, Induction and Training of Employees
- Human Relations
- Wages
- Methods and Standards
- Quality Control
- Grievances and Labor Relations

Graduation from the course is not a guarantee of a supervisory job. It will, however, enhance the employee's qualifications when applying for a supervisory opening. W. W. M.

Announces Plant Safety Contest

Johns-Manville Corporation has announced a 1947 plant safety competition, with all plants in the company competing for the lowest injury index rate. Plant records will be published at intervals in the employee publication *Johns-Manville News Pictorial*. Yearly scores will be computed early in 1948, at which time a trophy will be presented to the winning plant.

E. M. S.

To Issue Service Year Book

For some time the Sun Oil Company has been giving additional recognition to employees of long service by publishing in its employee magazine, lists of the names of those who have received service emblems, accompanied by photographs of the veterans. This practice is being replaced with the issuance of the company's first service year book, which hereafter

will be published annually. The brochure will feature exclusively the names and facts about those whose anniversaries are being marked and will be liberally illustrated with photographs. The booklet will be circulated to all employees in the company's oil division. G. B. S.

For Health Education

The N.C.R. Factory News, a publication for employees of the National Cash Register Company, includes articles and suggestions on timely health problems. One article gives information about athletes foot. Another discusses the importance of starting the day with an adequate and carefully selected breakfast.

This method of presenting health facts to employees is used by several companies as part of their health education programs.

Combats Hammer Hazards

The Allis-Chalmers Manufacturing Company recently published in its employee publication photographs of several common unsafe practices which can result in hammer accidents. Employees were encouraged to find the hazard present in each situation before turning to a designated page for the answers.

This method of reminding employees of safety hazards has been reported popular by several companies.

E. M. S.

Reimburses for Broken Eye Glasses

If an employee of the Andersen Corporation, Bayport, Minnesota, manufacturers of stock window frames, breaks or damages his eye glasses through an accident in connection with his work, the company, according to a recently announced policy, will bear the expense of replacement or repair. This particular expense is not covered by Workmen's Compensation.

The breakage must not be owing to carelessness or negligence but must be beyond the control of the employee. An employees' handbook issued by the company sets down specific conditions under which reimbursement will be made.

Land Offered for Employee Housing Project

A tract of land has been offered for sale by the Owens-Illinois Glass Company at Toledo, Ohio, to employees interested in starting a group housing project. The piece of ground, which may be divided into approximately sixty building lots, is being offered to members of the OnIzed Club, which is the employees' association for recreational, social and welfare activities. OnIzers are now organizing for development of the program. G. B. S.

Labor Press Highlights¹

Lewis on Labor Legislation

"The kind of economic government that a nation is to have is a major decision which the people of such nation make. The democratic way puts control over the enterprise in the hands of those essential to its operation, each group responsible for its own function. The bureaucratic or totalitarian way puts all groups under outside control. There can be no compromise between these two groups.

"The 80th Congress can strengthen our free enterprise system by its action in maintaining the economic freedom and liberties of the workers. . . . [It] can also strike . . . a fatal blow to this system by attempting to shackle workers with restrictive and punitive laws." *The United Construction Workers News (AFL)*.

Jurisdictional Disputes in Clothing

At a meeting of the workers of Bond Clothes, in Rochester, Executive Vice President Hyman Blumberg of the Amalgamated Clothing Workers (CIO) warned the International Ladies' Garment Workers' Union (AFL) that "the Amalgamated would brook no interference from any outside organization in any Amalgamated shop . . . where the ACWA has contractual relations with employers. . . . Dual unionism won't work in any plant or industry." *The Advance (ACWA-CIO)*.

Approves Closed Shop

Textile Labor (TWUA-CIO) quotes a New England employer as stating that "the closed shop spells good business for a mill owner. . . . In return for steady employment, good working conditions and high earnings, the workers, through their union, assume a responsible attitude toward their mill. . . . We see many benefits from the closed shop: union-enforced discipline, stable working forces and enthusiastic cooperation in our common efforts."

Rail Shop Crafts Want Raise

Seventeen standard railroad labor organizations representing nonoperating employees are set to launch a movement to win higher wages for the men they represent, states *Labor* (railroad labor unions). Seven, affiliated with the AFL Railway Employees' Department, will demand an increase of twenty cents an hour. James M. Burns, secretary treasurer of this group, declared that the chairmen felt the full twenty-cent raise "was justified on many grounds. One of the chief reasons [is] . . . to correct the inequity in wages of railroad workers as compared with workers in other industries."

¹From the March, 1947, labor press.

Sees Need for Higher Wages

"The production of the average Canadian worker employed in the manufacturing industry has considerably more than doubled in twenty-seven years. . . . With manpower productivity continuing to increase as technical advances are made, wages must increase but such wage increases must not be at the cost of increased prices to the consumer public," states Harold J. Pritchett, President of District Council No. 1 of the International Woodworkers of America in *The Canadian Unionist*.

Anti-Communist Legislation No Answer

"Legislation to outlaw the Communist party in the United States would be unconstitutional and would not prove a solution to combating Red influences in this country, AFL President William Green declared at a public hearing before the House Committee on Un-American Activities," as reported in *AFL Weekly News Service*. "Beliefs . . . may not be outlawed. . . . The very strength of democracy lies in its unswerving adherence to the rights of free speech, free inquiry and free interchange of ideas."

Wage Settlements in Smaller Companies

Accusing major companies of a propaganda barrage against wage increases, the UE-CIO states that it was able to win about 120 wage settlements from smaller companies, the majority of which were down payments and provided for further negotiations. "Over 32,420 new members joined the UE this quarter. . . . Forty-eight new plants employing 5,200 workers were brought in." *UE News (UERMWA-CIO)*.

Green Condemns National Health Bill

Denouncing the national health bill, William Green, reports the *AFL Weekly News Service*, claims that it "attempts to approach the problem of the nation's health on the wholly inappropriate basis of charity. While providing medical care to the indigent represents a real problem and one with which we in the American Federation of Labor are in sympathy, this is not a suitable approach to take in meeting the nation's health needs."

Real Wages Lagging

Real wages—based on total purchasing power rather than the amount of cash received—have dropped below the average for the depression year 1937 in several countries. This is true in France, Ireland, Czechoslovakia, and Japan, according to figures published in the January-February issue of *International Labor Review*.

"Congress Looks at Symptoms, Not Causes"

The current Congressional approach to the subject of labor legislation, now being considered by both Senate and House committees, is on the basis of treating the symptoms

rather than determining the cause. "This is the opposite of the scientific method," states the *United Mine Workers Journal* (UMWA-AFL). Industrial strife can never be lessened by the "type of antilabor legislation that is being seriously considered by Congressional committees."

Reuther Testifies for Labor

Walter P. Reuther, UAW president, urged the Senate Labor Committee to "help remove the root causes of labor-

management disputes rather than try to impose undemocratic restrictions on the rights of workers," as stated in the *United Automobile Worker* (UAW-CIO). Workers strike in search of elementary economic security and social justice, asserts Mr. Reuther. "The industrial strife we experienced in the postwar reconversion period was due to the fact that we had neglected the human side of reconversion."

ELAINE P. SILVERMAN

Management Research Division

New Angles for Safety Rules



So you're tired of Rules and Regulations? Who isn't? Suppose we try a new angle on this Safety business. Let's check on how we're able to get hurt, and—well, just don't get hurt.

Let's not make the mistake that Patches Palmer did. Patches has only one eye. He had two when he came on the job but he thought that Safety rules were for the "Other Guy" to worry about. Because of his carelessness many valuable man-hours were lost, but the big loser was Patches himself. Patches Palmer is a patriot. When he started work he said he'd beat the Axis if it cost him his right eye. Well, it DID cost him his right eye,

[3]

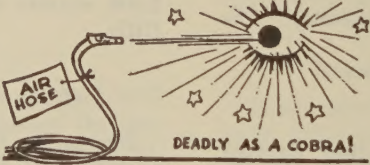
and the sad part about it is that it wasn't necessary. Patches made the mistake of throwing away the Safety Rules without first learning how he could get hurt and what to do to prevent it.

Shall we take the eyes first? Let's find out HOW they can get hurt and WHAT to do to prevent it—

THE EYES HAVE IT

First you should know that the eyes pick up filings, chips and cuttings:

Blown by air hoses,
thrown by routers,
thrown by drill presses,
mills and even by
hand drills.



[4]



Did you know that plenty of fellows have received bad eye injuries by running into things? Lids are particularly dangerous because of the pieces of metal that stick out; so look where you're going.

Here's what your company has done to help you keep both of those eyes—

We've spent over \$25,000 for eye protective equipment, such as—



If you know of anything else we can do, tell us and we'll do it!

[5]

Safety rules are like the proverbial old shoe. Unless they get a polishing now and then they are likely to be forgotten.

Apparently, North American Aviation, Inc. recognized this when it presented different angles to rules and regulations in the company's new pocket-sized safety booklet, "Play It Safe." Instead of listing the rules which are posted in each department, the booklet discusses the various ways in which employees get hurt and what they can do about preventing accidents. Illustrations as shown in the accompanying excerpts dramatically direct the worker's attention to specific accidents which can befall him if he is careless on the job.

This company's safety program is built around three committees (1) an executive safety committee of fourteen; (2) a safety engineering department committee, comprising the chief safety engineer, four safety engineers and a secretary; and (3) a plant employees' safety committee, a group made up of approximately ninety members representing various shop departments which meets weekly for extensive training in various plant safety practices.

These three active committees have been successful in making employees safety conscious, according to the safety engineer, who reports that the company's accident rates have been far below the national average for the last seven years.—E. M. S.